UMTSHEZI MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2012 / 2017

TABLE OF CONTENTS

TITLE	PAGE NO
SECTION A: EXECUTIVE SUMMARY	5
CHAPTER 1- STRATEGIC DIRECTION	6
1.1. INTRODUCTION	6
1.2. FOCUS OF THE IDP REVIEW PROCESS	7
1.3. UMTSHEZI VISION	7
1.4. MISSION STATEMENT	8
1.5. NATIONAL PRIORITIES	8
1.6. PROVINCIAL PRIORITIES	9
1.7. BACKLOG ANALYSIS, CHALLENGES, OBJECTIVES	9
1.8. STRATEGIC OBJECTIVES - PRIOTITY PROJECTS - IDENTIFIED CAPITAL PROJECTS	19 27 29
1.9. POWERS AND FUNCTIONS	33
1.10. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	33
1.11. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	34
SECTION B: SITUTIONAL ANALYSIS	37
CHAPTER 2 - UMTSHEZI STATUS QUO	38
2.1. POPULATION SIZE	38
2.1.1. POPULATION DISTRIBUTION	38
2.2. POPULATION DISTRIBUTION PER WARD	38
2.3. AGE BREAKDOWN	39
2.4. INCOME PROFILE	40
2.6. PHYSICAL AND SOCIO-ECONOMIC PROFILES: A DISTRICT VIEW	44
2.7. UMTSHEZI ECONOMIC ANALYSIS	45
2.7.1 FORMAL SECTOR	45
2.7.2 INFORMAL SECTOR	46
2.8. GEOGRAPHICAL DATA	47
2.9. CONCLUSION	48

TITLE	PAGE NO
SECTION C: DEVELOPMENT STRATEGIES	49
CHAPTER 3 - NATIONAL KPAs AS DRIVERS OF UMTSHEZI SERVICE DELIVERY	50
3.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	50
3.2. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	57
3.3. LOCAL ECONOMIC DEVELOPMENT	59
3.4. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	63
3.5. FINANCIAL VIABILITY AND MANAGEMENT	66
3.5.1 INTRODUCTION	65
3.5.2 AUDITOR GENERAL AND AUDIT COMMITTEE REPORT	65
3.5.3 FINANCIAL PLAN	68
3.5.4 FINANCIAL MANAGEMENT ARRANGEMENT	69
3.5.5 INCOME/FINANCIAL RESOURCES	70
3.5.6 EXPENDITURE	72
3.5.7 FINANCE POLICIES	74
3.5.8 FIVE-YEAR CAPITAL INVESTMENT PLAN	74
SECTION D: HIGH LEVEL SPATIAL DEVELOPMENTAL FRAMEWORK AND ENVIRONMENTAL FRAMEWORK	76
CHAPTER 4 – SDF	80
CONCLUSION: 1. SPATIAL DEVELOPMENT FRAMEWORK AND LUMS 2. IMPLICATIONS OD KZN PLANNING AND DEVELOPMENT ACT OF 2008	80 184
SECTION E: SECTOR INVOLVEMENT	185
SECTION F: IMPLEMENTATION PLAN	194
CHAPTER 5 - IMPLEMENTATION PLAN AND MONITORING (PROJECTS SCHEDULE PER KPA)	195

TITLE	PAGE NO
SECTION G: PROJECTS	197
CHAPTER 6 – UMTSHEZI MUNICIPALITY KPA	197
1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	197
1.1. ELECTRICAL	198
1.2. CIVIL	199
1.3. HUMAN SETTLEMENTS	200
1.4. CORPORATE	203
1.5. FINANCE	208
1.6. PLANNING	208
2. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	217
3. LOCAL ECONOMIC DEVELOPMENT	218
4. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	220
5. FINANCIAL VABILITY	221
SECTION H: FINANCIAL PLAN AND SDBIP	223
SECTION I: ORGINSATIONAL PERFORMANCE MANAGEMENT SYSTEM	252
A) ORGANISATIONAL PERFORMANCE MANAGEMENT FRAMEWORK	252
B) UMTSHEZI ORGANISATIONAL SCORECARD	296
SECTION J: ANNEXURES	311
ANNEXURE A: DISASTER MANAGEMENT PLAN	312
ANNEXURE B: TURN AROUND STRATEGY	381
SECTION K: APPENDICIES	391
1. STATUS OF SECTOR PLANS	392
2. CONTACT DETAILS	393

SECTION A:

EXECUTIVE SUMMARY

CHAPTER 1

STRATEGIC DIRECTION

1.1. INTRODUCTION

Umtshezi Local Municipality is one of five (5) category B local municipalities comprising Uthukela District Municipality. The other local municipalities comprising the District Municipality include Indaka, Emnambithi/Ladysmith, Okhahlamba and Imbabazane Municipalities.

In response to the current socio economic analysis, Umtshezi Local Municipality has identified projects aimed at addressing the challenges experienced by local communities. The identified projects are in line with the municipality's vision, mission, objectives and strategies, resource framework and also comply with legal requirements of different sectoral departments or donors. This has been done in order to avoid duplication of activities and allow the Municipality to maximize the positive development impact that is derived from utilization of its scarce resources.

The Municipality strongly believes in public participation in its decision-making processes. As a result, a consultative process with all the wards under Umtshezi, radio talks and newspaper advertisements are used to get input from the public in order to ensure that the IDP 2012/17 is credible, transparent and accepted by all stakeholders. The comments received from the MEC for Local Government are an important indicator of the extent to which the municipality has managed to fulfill all requirements in terms of the Municipal Systems Act (MSA), Act No 32 of 2000. These have been addressed in a systematic and comprehensive way in order to ensure full compliance to all MSA requirements, resulting in an improved decision-making tool for the Umtshezi Local Municipality as well as credible IDP for 2012/17.

This IDP document therefore, presents yet another review of the Umtshezi Municipality Integrated Development Plan. It is prepared in accordance with the provisions of Chapter Five of the Municipal Systems Act and is based on the broad assessment of the current situation, self-assessment, comments received from the MEC for Co-operative Governance and Traditional Affairs and a public participation process, including interviews and workshops involving key stakeholders.

1.2. FOCUS OF THE FIVE YEAR IDP PROCESS

This IDP is based on the municipal theme i.e. "*TRANSFORMING FOR BETTER SERVICE DELIVERY*". The theme places emphasis on what the Municipality plans to achieve, how this will be implemented, who will implement and what resources in terms of budgets, infrastructure and institutional capacity are available to fulfill that purpose, by when. Therefore, Section 34 of the Municipal Systems Act 2000 (MSA) provided a guide as to the important areas that this five year IDP should focus on in implementing its theme.

In order to ensure certain minimum quality standards of the IDP Process, and a proper co-ordination between and within spheres of government, the preparation of the Process Plan has been regulated in the MSA. The Process Plan further outlines the 2012/2017 IDP Action Plan with specific timeframes, KPA's and KPI's, budget and further indicates the involvement of ward committees, traditional leaders, and the community in general. Council has adopted the Process Plan, which, in essence is the IDP Process set in writing.

In this review the municipal theme is further translated into a time-based vision. The following section presents the Vision, mission, objectives, provincial priorities and national priorities that will ensure that the municipality is ***"TRANSFORMING FOR BETTER SERVICE DELIVERY"***

1.3. UMTSHEZI VISION

BY 2016, UMTSHEZI MUNICIPALITY WILL BE A CHAMPION OF SUSTAINALBE GROWTH WITH AN AIM OF BUILDING BETTER COMMUNITIES.

Based on the above vision statement, Umtshezi Local Municipality has formulated a consolidated, brief and a holistic mission statement, which describes how the vision will be achieved.

1.4. MISSION STATEMENT:

We as Umtshezi Municipality in partnership with other stakeholders are committed to:

1. Provide an enabling economic and social development environment.
2. Provide a robust plan for the vulnerable, including youth, physically challenged, gender and aged persons.
3. Work co-operatively to unlock resources from other spheres of Government and the Private Sector.
4. Continuously provide services in an equitable manner taking Batho Pele Principles into cognisance.
5. Establish and maintain community networks that promote healthy engagements between the Municipality and our stakeholders.
6. Strive to facilitate the provision of basic services.
7. Develop Umtshezi in a sustainable manner that does not compromise current and future generations.

1.5 NATIONAL PRIORITIES

1. Creation of decent Work and Economic Growth.
2. Social and Economic Infrastructure
3. Rural development linked to Land Reform
4. Skills and Human Resource Base
5. Improving the Nations Health Profile
6. Fight against crime and Corruption
7. Cohesive and Sustainable Communities
8. International Co-operation
9. Sustainable Resource Management
10. Democratic Development State

1.6 PROVINCIAL PRIORITIES

1. Create an Image of New Administration
2. Caring and Humane Government
3. Good governance
4. Inclusive government
5. Present a practical, measurable programme of action for government with time frames
6. Use agriculture as main platform for integration
7. Household Food Security.

1.7. BACKLOG ANALYSIS, CHALLENGES AND OBJECTIVES

Umtshezi municipality conducted a series of decentralised community meetings in Weenen (Ezitendeni Hall), Wembezi Community Hall and C – Section, Forderville Hall and Weenen Hall. In these meetings it transpired that there are issues that affect the community residing in the municipal area. These issues are presented in a ranking order based on how many times they were mentioned in each meeting. Given that there is no other statistics available these will be used as the backlog analysis for the municipality and it will be the parameter from which projects will be planned.

BACKLOG	BACKLOG DESCRIPTION	AFFECTED AREAS / WARDS
ROADS	**All Roads – Rehabilitation** - **Tarring** - **Extension**	Wembezi (All sections), Thembalihle, Esigodlweni, KwaMshayazafe, Mabhalonini, eMngwenya, KwaMthweni, Ezitendeni, Collita, frere, KwaMcfie Road(Jackies Farm) , mimosadale, madulaneni, D-section, Nkaseni(P280), Chieverly, Msuluzi, Matshesi, Ngodini, Nhlawe, Phofini, Nontethe, Esigodlweni, Ngwazamahhashi, Mshayazafe, Cornfields, Ncunjane, Ganahoek Phase 2, New Famosa RD, Ntokozweni, Umtshezi Area, Vumbu, Kwanhliwe, eKutuleni, Gomba, Kwamadondo, Ncunjane, Madulaleni, Ezibindini, Esiphethwini, Mahlabathini, KwaMajola, Nhlangwini, Mhlumba (top), Kubecwali (Busani), Mkholombe, Mpungulwane, Kwamswenya, Kemps Road, Mtunda, Mngwenya Road
	Pavement / Sidewalks	Forderville, Collita, wembezi, mimosadale, chieverly, Weenen,
	Speed Humps/ Speed Calming Devices	All Wards
	Street names	All Wards

	Potholes – Umtshezi area	All wards
	Bridges / Causeway	KwaMshayazafe, eMgunyathi, Collita,Mabhaloni,Myezaneni (upgrade), Emgwenya, Freedom Centre, mbhekane, Freedom Centre, Mahashini, C- Section, Madulaneni, Cornfields(Ward 8), Mbabane, D-Section
	Bridge between Collita and Rdp Houses (pedestrian bridge)	Collita
	Upgrade storm water drainage	Collita, papkuilsfontein, Wembezi, C- Section, Forderville (Dustville, Shell Houses)
	Sewerage	Overflow in Forderville, 9th Avenue, Wembezi, weenen (water System),Drakenspruit, Prison, Paapkuilsfontein
	Robots at Intersection	Paapkuilsfontein,
	Signage	Weenen, Chieverly, Kirsten farm, CBD,
Water & Sanitation	**-Provision of clean water and communal Tanks** **- Tankering**	Mimosadale Phase Two, Mngwenya, Brynmbela, Haveland, Frere, KwaMthweni, Cornfields, Kwamakhonya, emahlabathini, Kwamodondo, Kwamajola, Ganahoek, Eskaleni, Nhlawe, Ekucasheni, Nkaseni, Kwanomoya, Kwamswenya, Nhlangweni, Mpofini, Mbegane, mthaniya, nonthete, madulaneni, Busani, Mpungulwane, Mkholombe, mgwamama, Milton farm, madeleni, Rama farm, Ekutuleni, Gomba, Msuluzi, Vumbu, Ngodini, Weenen, Wembezi, Sun Valley- Busani, Nontenthe, Ezitendeni, Ngodini, Gomba, Kwamadondo, Umahlabathini, Mgwamama, Madulaleni, Thembisa, Ezitendeni, Kwamasuku, Drakenspruit, Ward 7, Vulekani, Matshesi, Mngwenya, Ezintabeni, Mabhalonini (new settlement)
	Toilets/ VIP's	Wembezi C-Section, longhomes, areas of Wards 5,6,7,8,9, Enhlangwin, Ezibindini, Ezitendeni (Mbokadweni area), Mabhalonini, Mshayazafe
	Rehabilitation of Weenen Water Canals	Affected areas in Weenen, Nkaseni
	Water and Sanitation	Kwanhliwe, Ngodini, Mgwamama, Haviland, Nhlawe, Nomoya, Weenen, Matshesi, Mngwenya, Ezintabeni, Mabhalonini
	(Livestock) Dam	Ezibindini, Mgwamama, ward 5, ward 7,8,
	Storm water drainage	Paapkuilsfontein, Fordervilli, Collita, wembezi, Weenen, Ezitendeni,

	– Bulk Infrastructure New/Upgrade	Wembezi c-Section, B section, Kwezi, Brewitt Park, drakenspruit, Ezitendeni, Frere, Owl and Elephant, Rama Farm, Cornfields, chieverly, Ward 7
Electricity	**Electrification of new households**	Wembezi , Thembalihle, Esigodlweni,Cornfields, Brymbela, Haviland, Frere, nhlawe, Mgwamama, Kwanobamba(Weenen) phase 1 & 2, Ekuthuleni, Mthanyi, other areas in Wards 5,6,7,8,9, Weenen, Ezitendeni, Busani, Thembisa, Cornfields, Vulekani, Ezintabeni
	Street lighting, installations	Umtshezi area
	Street light upgrades	Wembezi, Estcourt, weenen
	Alternate energy (solar)	Gomba, Mgwamama, Cornfields Farm, Ezibindile, Ngwazamamahhashi, Ezitendeni, ward 5,7,8
	33/11-6.6KV New Transformer Bay at Sub 57 (John Ericson Sub) and change over to 11 KV system from the above station – Phase 1 and 2, 3	Estcourt,
	Electricity Upgrade	Wembezi Township
	SCADA System	Estcourt and Wembezi
	Upgrade of Sub Stations,	Umtshezi area
Social Services	**Thusong Centre**	Cornfields and Weenen
	Crèches	Longhomes, Cornfields, Brynmbela, Kwamatshezi, Phofini, Collita, Ekuthuleni, Esigodlweni, Frere, Mhlumba, Emadulaneni, Vumbu, Ganahoek, Mahlabatini, Kwamajola, Ncujane, Chieverly, Mkholombe, Emahashini, Mpfonini, Emgwamama, Papkuilsfontein, Thembalihle, Ezimbokodweni, Gomba, Weenen, Kwamasuku, Kwezi Township, Madwaleni
	Upgrading of the Estcourt Prison	Estcourt
	New Community hall	Wembezi B section, Esigodlweni, Frere, Nkaseni, Ekutuleni, Ganahoek, KwaMshayazafe, Mabhalonini, eMgunyathi, Ngodini,brynbella, Kwamasuku, Imbabane, Mhlumba, Ncunjane

	Upgrade/ Renovation of Community Halls	Umtshezi (all)
	Library (new and upgrade)	Paapkuilsfontein, Weenen, Cornfields, Collita
	School construction High Schools Primary Schools School for Disables (special needs)	Esigodlweni, KwaMshayazafe, Ezitendeni eMngwenya, Frere, Papkuilsfontein, Thembalihle, Kwamadondo, Emahlabathini, Madulaleni, Enhlangwini, Cornfields, Weenen, Wembezi C Section, Weenen, Mimosadale, Estcourt
	Surveillance Camera System	CBD
	Higher education Institutions x 2	Ward 1
	Bank	Weenen
	School Transport	Chieverly, Frere, Vumbu, Msuluzi, Gomba, Ekuthuleni, Clouston Farm, Milton Farm, Haviland, Cornfields
Infrastructure	**Cellphone network Aerial (tower)**	Cornfields, Ganahoek, Mgwamama, Mhlumba, eMngwenya and Vumbu, Mthaniya, Nhlawe, Tembalihe, Ntabamnyama, Enhlangwini,
	Re-roofing	Replacing of roofing with corrugated in Colita and Forderville
	Upgrading of the sanitation system for Forderville and Princess Park Sports fields	Forderville and Princess Park
	Upgrade of the Forderville Cricket Field	Forderville
	Taxi/Bus Shelters	Umtshezi
	Farmers Market / Market Stalls(Small Town rehabilitation)	Weenen market stalls, Estcourt market stalls
	Mini Stockyard(sale of goats)	CBD
	Factories (frozen food)	Weenen
	Manufacturing factory	Estcourt
	Swimming Pool	Wembezi
	Establishment of Landfill Site	Weenen

	Upgrade of land fill site	Mimosadale
	Upgrade of taxi rank	Estcourt
	Upgrade of Weenen sports fields	Weenen
	Availability of land for development	Umtshezi
	Acquisition of Land	Rensbergdrift, Chieverly, Frere
	Petrol Station	Wembezi,
	Industrial Park	Wembezi
	Fire Department	Weenen,
Land Acquisitions	**Lack of serviced land**	Whole Umtshezi area
	Land for self development	Collita
	Land for development	Thembalihle
	Relocation of Paradise Houses	Estcourt
	Land for Cemetry	Cornfields, Frere, Chieverly
Community Services & LED	**Establishment of Sports grounds / Fields**	Mabhalonini, Frere, Cornfields, Mthaniya, Thembalihle, Esigodlweni , Clousten Farm, Chieverly, Nkaseni, Ekutuleni, Madaleni, Papkuilfonstein, Collita
	Lambert Park – improvement of facilities	Lambert Park
	Sport equipment(all sports)	All Wards
	Sport Field Upgrade (fencing, drainage, etc.)	All Wards
	Children's playground	Umtshezi
	Refuse Services : Refuse bins, tractors, rear end compactor,skip loader, bull dozer, borehole, trenches, shelters, Fencing, vehicles	All Wards
	Public transport	All wards
	Job creation	All wards
	Taxi Rank; i.e. toilets	Estcourt Taxi Rank

	SMME's Support	All Wards
	Co – operative Support	All Wards
	Relocation of the Weenen Sportsfield	Weenen
	Fire Brigade – Repair Fire Engine, Replace Water Tanker, Repair to Dennis, Replace jaws of life, Replace breathing apparatus, compressor, replace the following – breathing apparatus, generators, fire hose, **Grass fire unit (skid unit), staff and equipment (fire sattelite station in Weenen),**	All Wards
	Rehabilitation of Aerodrome – Runway tarring and fencing	Ward 9
	Cemeteries – land, development of new cemeteries	Ezitendeni, Estcourt, Wembezi, Cornfields, Frere
	Parks and Verges –tractors, vehicles, equipment, fencing	All Wards
	Community LED Projects	All Wards
	Midlands Economic Development Agency	Decentralised
	Mini Factories – Construction	Decentralised
	Emerging Farmers Support	All Wards
	Training of Ward committees	All wards
	SMME Training and Development	All Wards
	Support Land Reform and Land Restitution Projects	All Wards
	Food Processing Plant	Weenen
	House Boat Construction	
	Tourism Promotion / attraction	All wards
	Shopping centres/malls	Estcourt, Weenen and Wembezi
	Extended Midlands Meander	Cross cutting

	Tourist Info centre and handicraft Sales outlet	Wembezi
	Tourist Corridor route Between Weenen and Giants Castle	Cross cutting
	Extension of the existing Industrial Park in Estcourt	Estcourt
	Clover Investment	Estcourt
	Fencing of Existing Cemeteries	All wards
	Fencing of new Community gardens	All wards
	Fencing of new houses	All wards
	Clinic	Esgodlweni, Tembahlihe, papkuilsfontein, Mimosadale, Collita, Enhlangwini, Wembezi – C Section, Nomoya, Ezitendeni, Mhlumba, nhlawe, Ngodini
	Home based care centre	Wembezi, Ezitendeni, Collita
	Soccer fields	Msobotsheni, Collita, ward 5,7, papkuilsfontein, Gomba
	Revamp tennis Court	Weenen
	Establishment of a pound	Ward 3
	Sports Field	Ezibindini, Collita, Frere, Cornfields, Ekutuleni
	Memorial Stone – Amaqhawe aZabalaza	Wembezi
	Centre for Orphan Children	Wembezi
	Sports field for youth	
	Police Station	Cornfields
	Community Gardens	All Wards
Tourism	**Tourism Signage**	All wards
	Craft Centre	Decentralised

	Brochures	Office
	Projects to be identified by Tourism Plan	All wards
Housing	**Housing development – Wembezi C Phase 3**	Wembezi C
	Housing –	All wards
	Housing Project	Thembalihle, Cornfields, Rama, Chievely and Frere, Ezitendeni, madulaleni, Mgwamama, Bambanani Machunu and Owl and Elephant, Ezibindini, papkuilsfontein, Estcourt
	Extension of Housing Project	Longhomes
	Rectification of existing Housing Units	Collita
	Rectification of Old Housing Units	Wembezi A, Weenen
	Rectification of RDP Housing	Ezitendeni
	Mimosadale Phase Two	Mimosadale
	RDP Housing	Wembezi C- Section, Weenen, Estcourt, Mabhalonini, Mshayazafe, Matshesi, Mabhalonini(new settlement)
	Kwezi Hostel (CRU)	Ward 9

WATER SUPPLY BACKLOG STATUS AS PROVIDED BY UTHUKELA

Municipality	**Total households**	**Households with access to safe water supply**	**Households without access to safe water supply**	**Percentage water Backlog**
Emnambithi / Ladysmith	50 258	42 421	7 837	15.59%
Indaka	21 082	16372	4710	22.34%
Umtshezi	15 232	11343	3889	25.53%
Okhahlamba	28 508	15941	12567	44.08%
Imbabazane	24 558	13415	11143	45.37%
Uthukela	**139 638**	**99492**	**40146**	**28.75%**

Water supply backlog as at the end of June 2011 was 28.75% (based on 2007 community survey household figures). This translates to 40146 households that do not have access to safe water supply in Uthukela District.

Free Basic Water

During 2010/11 financial year, 2 018 new households were provided with free basic water. The majority of households that benefited from the free basic water supply were rural based households.

MIG Expenditure on Water Projects

During 2010/11 an amount of R 125 334 440.00 was allocated for water and sanitation services. A sum of R75 200 664.00 (60%) was spent on water projects. The balance was spent on sanitation projects.

Access to appropriate sanitation services

During 2010/11 financial year, 6 504 new households were provided with appropriate sanitation services (VIP Latrines) in Uthukela District.

During the implementation of sanitation projects, a total of 5 298 local community people were employed for the duration of the projects and some of them were also empowered with new skills such as building and project management.

Municipality	**Total households**	**Households with access to appropriate sanitation**	**Households without access to appropriate sanitation services**	**Percentage sanitation Backlog**
Emnambithi / Ladysmith	50 258	41 554	8 704	17.31%
Indaka	21 082	15 639	5 443	25.81%
Umtshezi	15 232	10 912	4 320	28.36%
Okhahlamba	28 508	22 073	6 435	22.57%
Imbabazane	24 558	17 553	7 005	28.52%
Uthukela	**139 638**	**107 731**	**31 907**	**22.85%**

Appropriate sanitation services backlog as at the end of June 2011 was 22.85% (based on the 2007 community survey household figures). This translates to 31 907 households that do not have access to appropriate sanitation services.

1.8. STRATEGIC OBJECTIVES

Following the stakeholder meetings and presentation of their needs, the municipal management and councillors held a series of strategic planning workshops where it was agreed that there are a set of challenges that faces the municipality.

In response to these challenges, the following Strategic Objectives were developed: taking into consideration the National Key Performance Areas, national and Provincial Priorities.

The National Key Performance areas are as Follows:

1. Municipal Transformation and institutional development.
2. Basic Service Delivery and Infrastructure Development.
3. Local Economic development.
4. Good Governance, Community Participation and Ward Committee Systems.
5. Financial Viability and Financial Plan.

NATIONAL KPA	STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE OUTPUT	PERFORMANCE MEASURE/INDICATOR	TIME FRAME	RESPONSIBLE DEPARTMENT
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Human Resources Development	Organogram	Adopted Organogram	May 2012	Corporate Services
		Employment of staff in terms of Umtshezi Municipality's Equity Plan	Number of staff employed in terms of the Plan	May 2012	Corporate services
		Women employed by the municipality	Number of women	May 2012	Corporate services
		Youth employed by the municipality	Number of youth	May 2012	Corporate services
		Disabled staff employed by the municipality	Number of staff	May 2012	Corporate services
		Workplace skills plan	Yes/No	May 2012	Corporate services
		Budget spent on Workplace Skills Plan	Percentage spent	May 2012	Corporate services

	Batho pele principles	Surveys to be Conducted • Service Charter • Displaying of the relevant legislation • Customer Satisfaction Survey and • Councillors reports to the Speaker regarding ward level service delivery	Final approved documents	May 2012	All
	Integrated Development Plan	IDP Review	Yes/No	May 2012	PECS
		Spatial Development Framework	Yes/No	Completed To be reviewed	PECS
		Disaster management Plan	Yes/No	1st stage completed, applied for funding for 2nd stage	PECS
		Approved Mid Term Expenditure Framework	Yes/No	May 2012	Budget and Treasury

		Environmental management plan	Yes	Completed To be reviewed	Economic development & Planning
	Performance Management Systems	OPMS	Yes	Reviewed annually	Office of MM
		S57 Performance Agreements		Completed	Corporate Services
		Annual Performance Report	Yes/No	2010/2011 finalised	Office of MM
	Telecommunications	Communication Strategy	Yes	To be reviewed by may 2012	Corporate Services
	IT System	IT Strategy	Yes/No	To be reviewed	Corporate Services
BASIC SERVICE DELIVERY AND INFRASTURE DEVELOPMENT	Access to Electricity	Households with access to electricity	Number of households	Ongoing	Technical Services
		New electrical connections	Number of new connections	Ongoing	Technical services
	Access to solid Waste Disposal Services	Households with access to waste disposal services	Number of households	Ongoing	PECS
		New households with access to weekly waste disposal.	Number of new households	Ongoing	PECS
	Free basic services	Households with access to free basic water	Number of households	ongoing	District Municipality
		Households with access to free basic sanitation	Number of households	ongoing	District Municipality

		Households with access to free electricity	Number of households	ongoing	Finance
	Access to Roads	Kilometres of tarred roads established	Number of KM	Ongoing	Technical Services
	Access to Roads	Number of km of gravel roads established	Number of km	Ongoing	Technical Services
		Kilometres of roads maintained	Number of km	Ongoing	Technical Services
	Community and public facilities	New facilities provided	Number of facilities	Ongoing	Community services
		Upgrade of facilities provided	Number of facilities	Ongoing	Community Services
	Human settlements	New houses to be constructed	Number of units	Ongoing	Community Services
	Managing health facilities	Primary health care and HIV strategy	Yes/No	To be reviewed by September May 2012	Community Services
	Safe and Secure environment	Community safety Forum	Yes	Functional	Community Services
		Fire response plan	Yes	To be incorporated in the Disaster Management Plan.	PECS

LOCAL ECONOMIC DEVELOPMENT	Economic growth	Targeted Investment attraction	Percentage Achieved	On going	PECS
	Poverty Alleviation	Indigent Policy	Yes	To be reviewed by may 2012	PECS
	Tourism Development	Tourism Strategy	No	Terms of reference finalized, budget to be allocated for Strategy	PECS
	Development of prioritised groups and learnerships	Capacity building imitative undertaken	10 – SMME / Co ops	On going	PECS
	Special Projects	Special projects planned	1	May 2012	Office of MM
	Promotion of Local Economy	Jobs created through the municipalities LED initiatives	120 – extended public works programmes and other initiatives	Umtshezi Municipality to submit the updated register of temporary employees by May 2012	PECS
		Jobs created through the municipalities capital Projects	120	Umtshezi Municipality to submit the updated register of temporary employees by May 2012	PECS

GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	Community awareness	Road shows and Izimbizo	3	On going	Office of the Mayor / Finance and PECS
	Public Participation	Public Meetings	4 per annum	On going	Corporate Services
	Stakeholder Liaison	Stakeholder meetings	3	On going	Office of MM
	Policy Development	Compliance with all relevant legislation	To be confirmed by the IDP Manager with all Departments.	To be confirmed by May 2012.	All Departments
	Internal Auditing Function	Financial Audit Committee	Yes	Functional	Office of MM
		Performance Audit Committee	Yes	Functional	Office of MM
	Anti Corruption Strategy	Anti Corruption strategy / Fraud Prevention Plan	Yes	Functional	Office of MM
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Revenue Enhancement	Cash collected from customers	R value of revenue collected	Ongoing	Finance
		Amount invoiced/billed to customers	R Value	Ongoing	Finance
	Financial Management	Debt Service payments	R value	Ongoing	Finance
		Total Revenue received from grants and subsidies	R Value	From July 2011	Finance
		Total of grants and subsidies	Percentage spent	June 2012	Finance
	Budgeting and Reporting	Total operating budget	R value	June 2012	Finance
		Total salaries and wages budget) including benefits)	R value	June 2012	Finance
		Oversight report	Yes/No	March 2012	Finance, office of the MM

		Compliance with MFMA requirements	Percentage compliance	Ongoing	Finance
	Expenditure Control	Total operating expenditure	R value	June 2012	Budget and Treasury
		SCM Policy	Yes/No	Ongoing	Budget and Treasury

PRIORITY PROJECTS

WARD NO	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4	PROJECT 5	PROJECT 6	RESPONSIBILITY PERSON / SECTOR DPT.	E.I.A NEEDED YES/NO
1	Maintenance of houses (existing 4 bed roomed houses and RDP houses)	Maintenance and Tarring of roads - Lindelani	Waste removal facilities	Crèche - Lindelani	Renovation of toilets	Upgrade of Wembezi Stadium and playgrounds	All Departments	
2	400 housing units – Kwamasuku, Wembezi C-	Bridge - Kwamasuku	Tarred roads – Wembezi C Section	Crèche - Kwamasuku	Electrification – Kwamasuku, C-section	Upgrade soccer fields - Longhomes	All Departments	

	section							
3	Maintenance and Tarring of Roads – Wembezi (all sections)	New Robots at Gerry's Motors intersection	Community Hall - Brynmbella	Co operative / SMME Support	Development of Recycling Centre	Industrial Park	All Departments	
4	Maintenance of Roads – Entire Ward	Repair and extend Collita Hall	Repairs to Forderville Hall	Bridge - Collita	Community Gardens – Forderville, Collita	Street Lights - Collita	All Departments	
5	Farmers Market / Canning Factory	Thusong Centre	Nomoya crèche	Co operative / SMME Support	Ngodini Community Hall	Gomba access road	All Departments	
6	Upgrade of Papkuilsfontein storm water drainage	Sanitation system for Thembalihle Hall	Thusong centre	Co operative / SMME Support	Tarring of roads - Thembalihle	Maintenance of pavements, gutters - Forderville	All Departments	
7	Weenen peace centre	Shopping Centre and Service Station	Cellular Tower	Co operative / SMME Support	Mini Factories	Esiphethwini Access road	All Departments	
WARD NO	**PROJECT 1**	**PROJECT 2**	**PROJECT 3**	**PROJECT 4**	**PROJECT 5**	**PROJECT 6**	**RESPONSIBILITY PERSON / SECTOR DPT.**	**E.I.A NEEDED YES/NO**
8	Construction of Road - Ngodini, Emadeleni	Community crèche and Hall - Frere	Solar Electricity - Chieverly	Housing Project – Frere, Cornfields	School Transport – Clouston Farm, Chieverly, Frere, Cornfields	Soccer Field – Ekuthuleni, Clouston farm	All Departments	

9	Community hall - Mshayazafe	Creche - Kwezi Township, madwaleni	Roads and regravling – Mngwenya, Mtunda, Kemps Road(black top)	RDP Houses – Mabhalonini(Mimosadale), Mshayazafe, matshesi, Mabholini	Electricity - Ezintabeni	Tarring of Road (black Top) – Kemps Road	All Departments	

IDENTIFIED CAPITAL PROJECTS

WARD NO	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4	PROJECT 5	PROJECT 6	RESPONSIBILITY PERSON / SECTOR DPT.	E.I.A NEEDED YES/NO
1	Construction of 8 KM Roads in the Wembezi A Housing	Maintainenence of roads	Access to Waste Disposal Services	Nkwezela Sportsfield Upgrade	Mini factories	Farmer market	All Departments	

	Development.							
2	Construction of 8 KM Roads in the Wembezi A Housing Development.	maintainence of Roads	Upgrading of the Bulk Infrastructure for the Wembezi C Phase 3 Housing Development	Sewer reticulation for Wembezi C Phase One and Wembezi A and B.	Upgrading of the Wembezi C Sportsfield	Creche and community hall – B section	All Departments	
3	Extension of Ingavuza (phase 2) access road	Construction of 8 km roads in Wembezi A housing Development	Upgrade park – Brewitt Park	Housing Project - Brynmbella	Housing Project - Vulekani	Electrification Projects - Brynmbella	All Departments	
4	Upgrading of the Forderville Storm water Drainage System	Tarring of Roads in Collita	Establishment of temporary Taxi rank	Repair and Extension of the Collita, Forderville Hall	Tembalihle and Esigodlweni – access roads	Clinic in Thembalihle	All Departments	
WARD NO	**PROJECT 1**	**PROJECT 2**	**PROJECT 3**	**PROJECT 4**	**PROJECT 5**	**PROJECT 6**	**RESPONSIBILITY PERSON / SECTOR DPT.**	**E.I.A NEEDED YES/NO**
5	Nomoya crèche	Gomba access road	Nkaseni access road	Ngodini community hall	Madondo access road	Msobotsheni access road	All Departments	

6	Clinic - Thembalihle	Thembalihle sportsfield upgrade	Sanitation system- Thembahlihle	Access Road – Thembahlihle, Esigodlweni	Rama Access Road		All Departments	
7	Esiphethwini Access Road	Ngwazamahhashi Access Road	Mswenya Access Road	Madulaneni Creche	Mini Factories	Shopping center and service station	All Departments	
8	Construction of Road - Ngodini, Emadeleni	Community crèche and Hall - Frere	Solar Electricity - Chieverly	Housing Project – Frere, Cornfields	School Transport – Clouston Farm, Chieverly, Frere, Cornfields	Soccer Field – Ekuthuleni, Clouston farm	All Departments	
9	Community hall - Mshayazafe	Creche - Kwezi Township, madwaleni	Roads and regravling – Mngwenya, Mtunda, Kemps Road(black top)	RDP Houses – Mabhalonini(Mimosadale), Mshayazafe, matshesi, Mabholini	Electricity - Ezintabeni	Tarring of Road (black Top) – Kemps Road	All Departments	

UTHUKELA DISTRICT MUNICIPALITY(WATER PROJECTS)

WARD NO	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4	PROJECT 5	PROJECT 6	RESPONSIBILITY PERSON / SECTOR DPT.	E.I.A NEEDED YES/NO
1	Upgrade of Wagendrift Dam water	Sanitation system - Lindelani					Uthukela District Municipality	

	pump station							
2	Wembezi D Water and Sanitation	Upgrading of the Bulk Infrastructure for the Wembezi C Phase 3 Housing Development	Sewer reticulation for Wembezi C Phase One and Wembezi B.				Uthukela District Municipality	
3	Sanitation Project confirmed by UDM	Engavuza Water and sanitation	Brewitt Park(Drakenspruit) Water and Sanitation	Brynmbella Water and Sanitation			Uthukela District Municipality	
4							Uthukela District Municipality	

WARD NO	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4	PROJECT 5	PROJECT 6	RESPONSIBILITY PERSON / SECTOR DPT.	E.I.A NEEDED YES/NO
5	Sanitation Project - Weenen confirmed by UDM	Ezitendeni Sanitation	Engodini, Vumbu and Gomba Water and Sanitation	Nhlawe and Madondo Water and Sanitation	Nontethe Water and Sanitation	Nkaseni and Nomoya Water and Sanitation	Uthukela District Municipality	
6	Emthweni water and sanitation	Haviland water and Sanitation	Haviland-Electricity	Esigodlweni water and sanitation	Esigodlweni Electricity(ESKOM)	Cornfields water and sanitation	Uthukela District Municipality	

7	Sanitation Project confirmed by UDM	Ephofini Water and Sanitation	Mbabane Water and Sanitation	Mgwamama, Ezibindini and Mankonka Water and Sanitation	Madulaneni Water and Sanitation	Mhlumba and Kwanhliwe Water and Sanitation	Uthukela District Municipality	
8	Toilets – Frere, Clouston farm	Water and Sanitation (Borehole) – 4xFrere, 6xJoJo Tanks – Clouston, Rama 2x Emadeleni	Water – Cornfields, Second Engine and pipes stand from Thembahlihle	Repair Engine, 2x Boreholes	2x Boreholes - Kwavumbu	3x Boreholes – Ngodini, 6x JoJo tanks or Water Tanker - Ngodini		
9	Water at Mabholini(new settlement)	Water and sanitation - Ezintabeni	Water - Mngwenya	Water - Matshesi	Water bourne toilets – Mshayazafe, Mabholini			

1.9. POWERS AND FUNCTIONS

In realizing its Strategic Objectives, National and Provincial Priorities, uMtshezi Municipality will thrive to provide the following powers and functions as enshrined in the constitution and the Municipal Systems Act of 2000.

- Development planning and Local economic development
- Solid waste disposal
- Fire fighting services
- The establishment, conduct and control of cemeteries and crematoria
- Promotion of local tourism
- Air pollution
- Building regulations
- Storm water management
- Street trading
- Control of undertakings that sell liquor and food to the public
- Street lighting
- Traffic and parking
- Electricity
- Local sports facilities
- Noise pollution
- Pounds
- Municipal roads

The Umtshezi Municipality does not have sufficient capacity, both human and financial capacity, to perform these powers and functions effectively and efficiently. To improve its capacity, the municipality as entered into an " Agreement with the Department of Co-operative Governance and Traditional affairs."

Business Plans have been developed to source funds from financial institutions and Donors, etc.

1.10. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

On the political institutional arrangement, Umtshezi Municipality has a collective executive system combined with a ward participatory system. The Political structure of the municipality consists of the Mayor, the Deputy Mayor and the Speaker as full-time office bearers. In total there are 17 councillors (inclusive of office bearers), which constitutes the municipal Council. Out of 17 councillors, 9 councillors are ward councillors, and the other 8 are PR councillors. After the May 2011 Local Government Elections, Umtshezi was constituted by nine wards.

The municipality has an Executive Committee that comprises of 3 members, as per the political quota representation. There are also four sub – committees in which councilors serve and deliberate on matters to be submitted to EXCO and Council thereof. The committees are as follows:

1) Infrastructure, Housing and Town Planning Committee, Rural development, Agrarian
2) IDP, Finance, Local Economic Development and Tourism Committee
3) Sports, Gender and Vulnerable Groups Committee, Health, Youth, Education, local Labour
4) Human Resources, Transformation and Safety / Security Committee

The Speaker and the Municipal Manager participate in functional IGR structures of the district. Frequent Sector Department meetings are held during the IDP Process.

1.11. HUMAN RESOURCE DEVELOPMENT

The Municipality has a Human Resource Strategy Document which responds to the long-term development plans which reflect on recruitment, retention, succession plan, scarce skills, skills development plan, etc, and an adopted organogram, with 296 current posts, 108 vacant posts and 6 frozen posts.

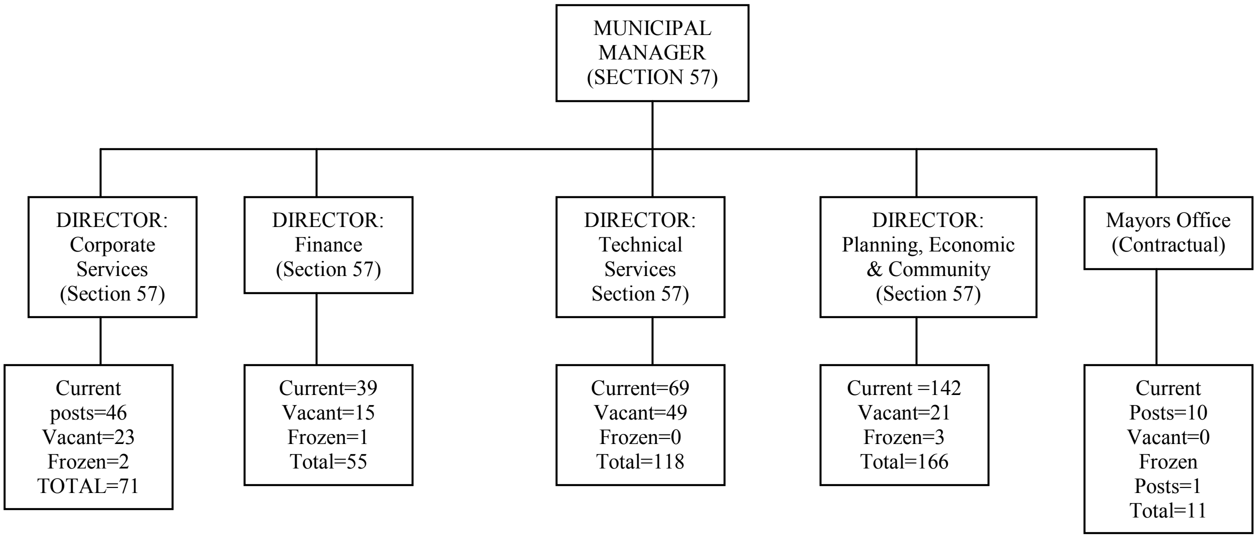
There is a budget allocated for the review of the Performance Management System for the Municipality. The current Performance Management System (2011/2012) is fully functional, however there is a need to appoint a full time Performance Officer/Manager. The Municipality has established a Special Programmes Units that will ensure there is effective implementation of the Equity Plan in order to address the issues relating to HIV / AIDS, youth, gender, pensioners and people with disabilities. Policies to address the foregoing Special Programmes have been developed.

Of importance also is the involvement of the both internal and external stakeholders in the decision making processes on Umtshezi. The Municipality has devised clear roles and responsibilities for each structure. For example, the internal role players include the councilors, officials, IDP steering committee and the representative forum (RF). The external role-players include the District Municipality, the ward committees as well as the sector departments. The RF provides a platform for all role players to take part in the decision making process to ensure the effectiveness of the IDP Development.

The Municipality has approved the Skills Development Plan, which also includes the Workplace Skills plan. This plan promotes education and training in the Municipality and to empower all employees as per the Skills Development Act, Employment Equity Act and the Basic Conditions of Employment Act.

The Workplace Skills Plan has enabled the acquisition of specialist skills required by legislation, specialist technical training, project management and planning, social/community/economic development and training, apprenticeships and administration skills. With the receipt of discretionary grants the critical and scarce skills training will be a priority in the development of a succession plan and staff retention strategy.

On the administration institutional arrangement all Section 57 positions are filled. All section 57 Managers have performance agreements and charters. The diagram below presents the first page organogram of the municipality and division of powers and functions to different portfolios within the Umtshezi Municipality establishment to ensure the effective implementation of the IDP.


MUNICIPAL MANAGER (SECTION 57)
DIRECTOR: Corporate Services (Section 57)
DIRECTOR: Finance (Section 57)
DIRECTOR: Technical Services Section 57)
DIRECTOR: Planning, Economic & Community (Section 57)
Mayors Office (Contractual)
Current posts=46 Vacant=23 Frozen=2 TOTAL=71
Current=39 Vacant=15 Frozen=1 Total=55
Current=69 Vacant=49 Frozen=0 Total=118
Current =142 Vacant=21 Frozen=3 Total=166
Current Posts=10 Vacant=0 Frozen Posts=1 Total=11

UMTSHEZI MUNICIPALITY ORGANOGRAM

The organogram has been developed so as to accommodate the HR needs of the Municipality.

-CHALLENGES

- Ward committees have been established but training is required.
- CDW’s are not put into every ward within the municipalities

- KEY INTERVENTIONS

- The allocation of budget to train Ward Committees
- Immediate filling of key positions
- HR policies in place – WSDP, EE – need to be implemented, and older policies need to be reviewed.
- Key indicators need to be formulated such that everyone can understand them.
- In the next financial year have a PMS to foster the ides of community satisfaction surveys
- Need functional IGE structures

-TIME FRAMES

The Time Frames are covered adequately in the LGTAS, Organizational Scorecard and Projects Schedule per KPA.

A **DISASTER MANAGEMENT PLAN** has been developed by our service provider and adopted by council. Please refer to **SECTION J: ANNEXTURES.**

The **AUDITOR –GENERAL REPORT** for the year ending 2011 is included in this edition of the IDP and is covered under SECTION C of the IDP 2012/17. The municipality will ensure the implementation of the corrective steps.

SECTION B :

SITUTIONAL ANALYSIS

CHAPTER 2

UMTSHEZI STATUS QUO

2.1. POPULATION SIZE AND DISTRIBUTION

The 2007 Community Survey estimated that the total population of Umtshezi Municipality is 83 907 individuals, broken down as follows:

2.2. POPULATION GROUP BY GENDER

	Male	Female	Total	Percentage
Black	**33.452**	**38.700**	**72.152**	**86.0%**
Coloured	**193**	**310**	**503**	**0.6%**
Indian or Asian	**4.399**	**4.717**	**9.116**	**10.9%**
White	**1.034**	**1.102**	**2.136**	**2.5%**
Total	**39 078**	**44 829**	**83 907**	**100%**

Static's South Africa
Descriptive 2007
Table 1
Population Group by Gender
For person weighted, KZN234: Umtshezi Local Municipality

The Municipality has 15 232 households, spread unevenly on seven (7) municipal wards. The majority of the people are concentrated in urban areas (±29 934) and in farming areas (±19 950), but there are a few patches of high-density settlements within informal areas, hence, there have been Housing projects running to date in different wards of the municipality and this has contributed to the growth rate since the last 2007 community survey was conducted. And the total number of new households is 1688 households and are distributed as follows: Colita (301 households); Wembezi A (515 households); Wembezi D (800 households); Kwanobamba Phase 2 (72 households).

2.3. AGE BREAKDOWN

The age breakdown determines the kind of economic activities required within the varying wards. Different age groups have different economic needs and different spending patterns.

Approximately 71% of the total population in Umtshezi Municipality area is below the age of 35. Children, below the pre-school enrolment age (that is, 0-4 years of age), constitute 11% of the population, with those who are at school-going age, including pre-school constitute 23% of the entire Municipal population. Approximately 4% of the total population is over the age of 65 years. This scenario indicates the high dependency ratio incident within the municipal area, an event that might have a negative impact on the overall socio-economic development of the area as it impedes on the ability of the individuals to save and invest.

Table 1

AGE	Population		Percentage %	
	Male	Female	Male	Female
0 - 4	4.515	5.001	12 %	11%
5 – 9	5.463	5.413	14%	12%
10-14	5.303	4.715	14%	11%
15-19	3.916	5.017	10%	11%
20-24	4.561	3.892	12%	9%
25-29	2.780	3.273	7%	7%
30-34	2.544	3.084	7%	7%
35-39	2.115	2.714	5%	6%
40-44	1.702	2.882	4%	6%
45-49	1.491	2.090	4%	5%
50-54	1.329	1.724	3%	4%
55-59	1.574	1.733	4%	4%
60-64	408	1.049	1%	2%
65-69	885	704	2%	2%
70-74	228	472	1%	1%
75-79	161	440	0%	1%
80-84	52	362	0%	1%
85+	50	225	0%	1%
TOTAL			100%	100%

Population by Age
For person weighted, KZN234: Umtshezi Local Municipality

The table above (age breakdown) indicates that the largest age group in the municipality is between the ages of 15-34 constituting 37% of the entire population. This is followed by ages 35-64 (25%) and by 5-14 age group (23%). This trend obliges the provincial and national government (implementation) and the local municipality (planning) to allocate a large percentage of their budget to social development facilities such as schools, child grant, pension and clinics. However, capital facilities such as roads, water and electricity infrastructure and municipal marketing activities require the municipal attention.

2.4. INCOME PROFILE

ANNUAL HOUSEHOLD INCOME	PERCENTAGE (%)
No income	27 %
R 1 – R 4 800	10 %
R 4 801 – R 9 600	20 %
R 9 601 – R 19 200	13 %
R 19 201 – R 38 400	11 %
R 38 401 – R 76 800	9 %
R 76 801 – R 153 600	7 %
R 153 601 – R 307 200	2 %
R 307 201 – R 614 400	0.7 %
R 614 401 – R 1228 800	0.1 %
R 1228 801 – R 2457 600	0.2 %
TOTAL:	100 %

Individual and Household Income levels

The above figures indicate that on average 27% of the households are surviving on less than R12 per day. This indicates high dependency ratios in that most of the households may be surviving on government grants ranging from old-age pension grants, disability grants etc. Even if households employ informal or illegal survival strategies it is unlikely that they generate substantial income given the general lack of viable economic base within rural areas. This situation indicates a need for development of local economic development activities that will ensure that households do manage to have access to the bare minimum of household's amenities.

2.5 Other Relevant Statistics by Percentage

KZN 234: UMTSHEZI LOCAL MUNICIPALITY

Percentage Distribution of household by type of main dwelling

	Census 2001	CS 2007
House or brick structure on a separate stand or yard	49.4	52.8
Traditional dwelling/hut/structure made of traditional materials	37.4	35.0
Flat in block of flats	4.6	1.0
Town/cluster/semi-detached	2.0	0.2
House/flat/room in back yard	3.5	0.2
Informal dwelling/shack		
In backyard	1.2	1.5
NOT in backyard e.g. in an informal/squatter settlement	0.8	1.7
Room/flatlet not in backyard but on a shared property	0.9	0.6
Caravan or tent	0.2	-
Private ship/boat	-	-
Workers hostel (bedroom)	-	6.9
Other	-	0.1
Total	**100.0**	**100.0**

Percentage distribution of household by type of water sources

	Census 2001	CS 2007
Piped water		
Inside the dwelling	28.0	43.2
Inside the yard	27.6	20.2
From access point outside the yard	20.6	11.1
Borehole	5.9	5.9
Spring	2.6	3.4
Dam/pool	1.4	1.6
River/stream	10.1	12.3
Water vendor	1.5	1.2
Rainwater tank	0.4	0.7
Other	1.9	0.4
Total	**100.0**	**100.0**

Percentage distribution of household by tenure status

	Census 2001	CS 2007
Owned and fully paid off	31.6	38.0
Owned but not yet paid off	14.2	9.9
Rented	20.7	19.2
Occupied rent free	33.6	31.9
Other	**-**	1.1
Total	**100.0**	**100.0**

Percentage distribution of households by type of toilet facilities

	Census 2001	CS 2007
Flush toilet (connected to sewerage system)	48.6	52.2
Flush Toilet (with septic tank)	2.6	2.6
Dry toilet facitily	-	2.6
Chemical toilet	1.0	12.3
Pit Latrine with ventilation (VIP)	4.8	8.7
Pit latrine without ventilation	19.3	0.1
Bucket latrine	0.7	-
None	22.9	21.6
Total	**100**	**100.0**

Percentage distribution of households by type of energy/fuel used for lighting

	Census 2001	CS 2007
Electricity	62.9	69.6
Gas	0.9	0.4
Paraffin	1.0	1.4
Candles	34.8	28.4
Solar	0.1	-
Other	0.3	0.1
Total	**100.0**	**100.0**

Percentage distribution of households by type of refuse disposal

	Census 2001	CS 2007
Removed by local authority/private company		
At least once a week	57.9	56.4
Less often	0.3	2.7
Communal refuse dump	1.2	0.4
Own refuse dump	33.5	21.7
No rubbish disposal	7.1	18.6
Other	-	0.1
Total	**100.0**	**100.0**

Percentage distribution of households by type of energy/fuel used for heating

	Census 2001	CS 2007
Electricity	43.5	45.5
Gas	2.0	0.8
Paraffin	11.8	10.9
Wood	38.6	37.5
Coal	1.1	0.9
Animal dung	0.6	-
Solar	0.2	0.1
Other	2.2	4.2
Total	**100.0**	**100.0**

Percentage distribution of households by type of energy used for cooking

	Census 2001	CS 2007
Electricity	45.8	60.5
Gas	3.6	1.8
Paraffin	14.0	7.9
Wood	34.4	29.6
Coal	0.5	0.3
Animal dung	0.5	-
Solar	0.4	-
Other	0.8	-
Total	**100.0**	**100.0**

2.6. PHYSICAL AND SOCIO-ECONOMIC PROFILES: A DISTRICT VIEW

Uthukela DM covers an area of 11,329km², has a population of approximately 630,000 and is divided into five LMs namely, Emnambithi/Ladysmith (KZ233), Indaka (KZ232), Okhahlamba (KZ235) and Imbabazane (KZ236) and Umtshezi Municipality (KZ234). This district constitutes 12% of the provincial area, 6.5% of the population and contributes 3.5% to the province's gross geographic product (GGP). The region is predominantly characterized by farmland and dense to scattered rural settlements situated in undulating topography, with 88% of the population living in the rural areas. Emnambithi/Ladysmith LM has the largest population (230.511) and Umtshezi LM the smallest (48.328). The average population density is 56 people /km², ranging from 23 people /km² in Umtshezi to 157 people / km² in Imbabazane. The average household size varies within the rural area from 5 to 8 persons. Urban areas include Ladysmith, Ezakheni, Colenso, Ekuvukeni, Estcourt, Emesis, Weenen, Bergville and Winterton / Khethani. The area forms part of the Tugela River Catchments that extends from the high-lying Okhahlamba-Drakensberg Mountains and Free State Province in the west of the Indian Ocean in the east. High rainfalls of 700 to 1.200mm per annum are experienced, and numerous strategic water storage dams have been developed.

The district economy is based primarily on manufacturing and trade (including tourism), with secondary support through agriculture. Most commercial farmlands are located in Emnambithi (Klipriver), Umtshezi and Okhahlamba (Bergville), Imbabazane and Indaka are primarily Ngonyama Trust land, with significant underdevelopment and relative isolation from the main N3 development corridor. The population within Uthukela is generally poor. Only 36% of the population is potentially economically active (20 to 60 years; Census 1996, with 10% earning less than R500 per month and 66% having no income. Therefore a vast majority of the population is unable to contribute meaningfully towards the provision of basic water services. There is large percentage of youth (55%) and 54% of the population is female, both which could impact on future water services requirements and ability to pay. The government has, however committed itself to providing free basic water and sanitation services to all citizens.

2.7. UMTSHEZI ECONOMIC ANALYSIS

The economic analysis undertaken in the Status Quo report indicates that the poverty and unemployment rates in Umtshezi have increased, with employment opportunities not being created quickly enough for the number of people entering the labour force. The Development Bank (2005) has clearly indicated that employment (a job or an income generating activity) is the best protection against poverty. This means that any strategy must protect and build formal employment and assist the poor and second economy participants to access opportunities.

The balance between the two approaches and the use of available resources is also important.

2.7.1. FORMAL SECTOR

The economy experienced a negative growth rate until 1999 – 2000, and even since then has exhibited a fluctuating growth rate in spite of the national positive growth. In terms of sectors the area has had mixed success. The three most positive private sectors remain agriculture, manufacturing and trade. These are also the three most important sectors historically. The three sectors differ in their forecast in terms of potential growth, challenges, and the future of employment demand.

The manufacturing and agri-processing sectors remain important, but have experienced a decline. The Estcourt area has been a key center for the processing of agricultural products (60% of manufacturing was previously in food processing) – mostly meat and dairy products. There are obvious important backward and forward linkages between agriculture and food processing, which can be exploited. The manufacturing sector was well established in the past but has experienced a steady decline with a number of large firms closing down. The decline was partly a result of the national slow down in the sector, but also as a result of industries moving to larger centers. The remaining industries are exhibiting growth as the sector as been growing in terms of GDP/GVA, but not in employment. The upturn in manufacturing will not necessarily lead to industries coming back.

The agricultural sector is well established and indicates a level of stability in terms of employment1. There are two key challenges in the sector. The first is that there is a dependency on traditional crops and products with very little innovation or value addition. The second is that the sector appears to be struggling with the possible impacts of land reform. There have been some positive signs as the Estcourt Farmers Association has been investigating the local solution developed at Besters near Ladysmith. At the same time there is also an area proposed for the Gongolo Game Reserve which has been unable to develop a common vision.

The decline in manufacturing employment is notable and a cause for concern. The decline is probably associated with the closure of some firms, the sensitive nature of the sector to broader trends (foreign exchange, cost of raw material, transport etc) and an increase in mechanization. The sector has been growing in terms of GDP/GVA, but not in terms of employment. The increase in employment in community services is largely linked to the establishment of wall-to-wall local government and the expansion of the public sector. This trend will tend to slow as new government structures have been established. The stability in employment in the agricultural sector is positive as this sector is a large employer and has experienced a general down turn in employment at a national level. The construction sector should be showing an improved growth n employment, as should trade. There may have been additional capacity in these sectors, which meant growth could take place without additional employment. Additional capacity may also have been taken on as 'casuals' without permanent employment being created. Finance has remained stable, although the sector is growing.

2.7.2. INFORMAL SECTOR

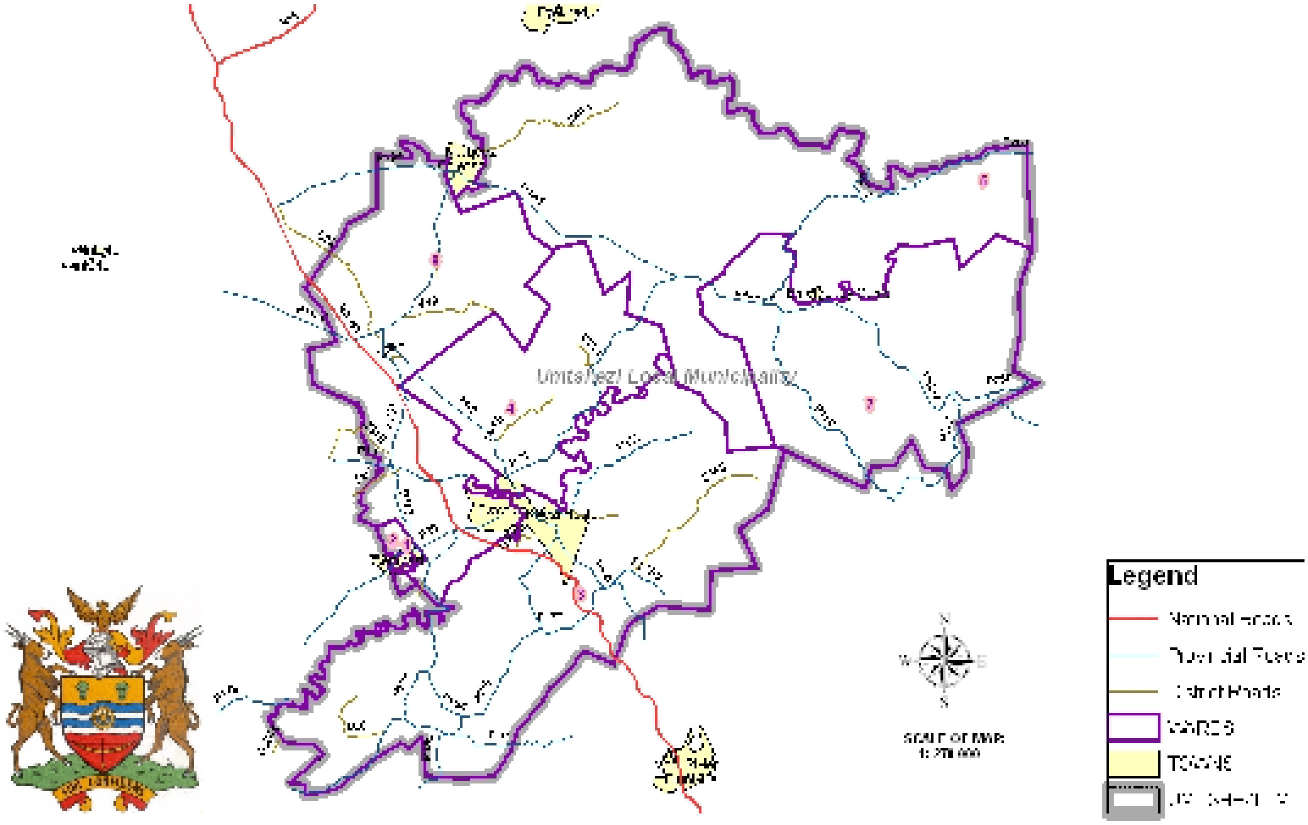
The most disturbing trend is that unemployment and poverty levels will continue to increase unless a new approach is developed. This is despite a growing economy (see Table 1 below). The point is that the economy will not create as many formal sector opportunities as there are job seekers. Future opportunities need to be generated in more creative ways.

Table 1

Unemployment Rate: 1996 and 2004			
	Male	Female	Total
1996	43.6%	57.5%	50.0%
2004	53.1%	73.7%	62.7%

2.8 GEOGRAPHICAL DATA

Umtshezi Municipality comprises the former Wembezi / Estcourt and Weenen TLCs. It is located approximately 165km northwest of Durban and 400km southeast of Johannesburg. The National Road N3 also traverses the Municipality on its western portion linking these two major cities i.e. Durban and Johannesburg. Estcourt Town is the main urban center for the Municipality. Umtshezi Municipality is bordered on its southeastern portion by the Mooi Mpofana Municipality, Msinga Municipality on its eastern portion, Indaka Municipality on its northeastern portion, both by Emnambithi/Ladysmith and Okhahlamba Municipalities on its northwestern portion and Imbabazane Municipality on its southwestern portion. (See the map of Umtshezi below)



2.9 CONCLUSION

Umtshezi has identified critical focus areas for the 2012/2017 financial years. These priority areas will be addressed through the identified development strategies within the Municipality. It is however, important that Umtshezi gets support from other sectors that are interested in uplifting the quality of life of the people. The following are the identified priority areas:

1. Social and Local Economic Development.
2. Infrastructure and Services.
3. Institutional Development and Transformation.
4. Democracy and Good Governance.
5. Financial Management.
6. Spatial Development Framework

SECTION C

DEVELOPMENT STRATEGIES

CHAPTER 3

3.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

3.1.1 INTRODUCTION

This chapter seeks to address the 2006 local government manifesto by accelerating service delivery so that:

- No community will still be using the bucket system for sanitation by 2007
- All communities will have access to clean water by 2008
- All houses will have access to electricity by 2012
- Formalization of all informal settlements by 2014
- There is a universal provision of free basic services
- Improvement of housing provision so that better quality houses closer to economic opportunities is developed.

Hence, all the detailed service delivery targets are clearly elaborated on the Sector Plan.

3.1.2 ENERGY AND ELECTRICITY

The Umtshezi Municipality is divided into Eskom Licensed Area of Supply and the Umtshezi Municipality licensed area of supply. Currently all households within the Umtshezi Municipality Licensed area of supply are all electrified. The Municipality is currently doing in fills as well as electrifying the low income housing schemes that are being built. Therefore there are no electrification backlogs within Umtshezi Municipality Licensed area of supply.

Within Eskom Licensed Area of Supply but within Umtshezi Jurisdiction, there are households without electricity. The table below indicates the backlogs as well the progress to-date in addressing those backlogs.

PROJECT NAME	FUNDER	VALUE	STATUS
Rensbergdrift	Dept of Human Settlements	R77 868 000.00	Waiting for land availability to be signed. Tranche 1 end June
Mimosadale	Dept of Human Settlements	R77 868 000.00	Busy with Tranche 1 application – submission by end June 2012
Owl and Elephant	Dept of Human settlements	No budget yet	Implementing agent to be appointed shortly – Tranche 1 end Dec 2012
Msobetsheni	Dept of Human settlements	No budget yet	Implementing agent to be appointed shortly – Tranche 1 end Dec 2012
Cornfields	Dept of Human settlements	No budget yet	Waiting for authority advertise project
Wembezi A Section	Dept of Human settlements	No budget yet	Project enrolled for rectification – waiting for NHBRC report
Kwanobamba 1&2	Dept of Human settlements	No budget yet	Project enrolled for rectification – waiting for NHBRC report

All households that reside within the Municipal Boundary are within the electricity national grid; therefore it will be cost effective to provide the grid energy than the use of the renewable energy sources. The current plan is to connect all the people to the national grid as soon as the funds are made available. However, whilst plans are being made to connect everyone to the grid, there are areas that will have to be identified to be provided with the renewable energy i.e. Solar System.

The Municipality has signed the cooperative agreement with EDI Holdings and currently awaiting funding from the EDI Holdings to Ring Fence the Electricity Department as well as to establish the Separated Operated Entity (SOE). Also the Municipality in partnership with EDI Holdings will need to conduct workshops to ensure that the decision makers are refreshed on the matter. The Municipality signed the cooperative agreement with EDI Holdings and applied for funds to conduct the ring fencing as well as the MSA Section 78 Assessment. The EDI Holdings has programmes that Umtshezi Municipality will have their ring fencing as well as MSA Section 78 will be done in due course.

The Municipality conducted an assessment into its tariffs and it was found to be above the NERSA benchmarks, however financial shortfalls still exists. IBT's is currently being modeled and is being prepared as per NERSA regulations and will be ready for submission shortly. Budgeted maintenance has grossly affected the functioning of the Electricity Department, and this has resulted in the Municipality being strained financially in terms of resources to keep the electricity department going.

The Municipality is currently doing Skills assessment on its electricity staff to identify the skills gap as well capacity. This will inform the organizational structure review, the skills development as well as the optimum capacity required.

The Municipality does have an Electricity Master Plan, but it is has not been updated. This Master Plan also deals with the electricity issues within the Umtshezi Municipality licensed area of supply. The Municipality will endeavor to review its Master Plan during the 2012/2017 Financial year.

The municipality tried unsuccessfully to fill the more technical vacant positions due to shortage of skills, technical pool available around Umtshezi. Those residing far could not accept the salary package noting that it is too low. Consultants were used to build internal capacity and to handle work, currently these employees are being empowered to take over the responsibilities.

3.1.3 ROADS AND TRANSPORT

The Municipality relies heavily on MIG funding for infrastructure development. The Municipality is working closely with the Department of Transport, through the Rural Transport Forums, in identifying roads that need funding and upgrading within the Municipality. A Transport Plan has also been developed which stipulates clearly their plans for the building of new roads and maintaining in the next five years. The O&M of old roads is funded to a total of R1.2 million budgeted for the next financial year; these projects are included in the Project Schedule: Infrastructure and Services.

Due to high Eskom tariff increases that will be passed on to Municipalities and the limit that NERSA has set on Municipal tariff increases, which is far below Eskom tariff increases, aggravated by the fact that the Municipal tariffs are far below NERSA bench marks, it is making it very difficult for the municipality to efficiently operate the electrical network and to find adequate finances, to maintain and upgrade the electrical infrastructure.

3.1.4. FREE BASIC SERVICES

The Municipality is also focusing on the provision of free basic services to the indigent. The indigent policy is in place and the register is updated regularly for this purpose. However, there are still some challenges that are experienced in this area due to lack of human resources that could focus entirely on this function. Regarding free basic electricity, the Municipality has signed a service level agreement with ESKOM to provide free basic electricity to those areas listed in the agreement. At the moment there are backlogs reported in those areas that need to be addressed by ESKOM. The Municipality is also providing alternative sources of energy in those communities where there is no electricity. On Free Basic Water, Uthukela District Municipality has also entered into an agreement with the Local Municipality on this function. Regarding Free waste removal, there are no programmes in place for this service. There is a funding, which is provided by National Treasury to manage the Indigent policy.

3.1.5. REFUSE REMOVAL AND WASTE MANAGEMENT

There is no municipal wide waste disposal site with the result that dumping is uncontrolled and litter bears testimony to this. Only Estcourt, Weenen and Wembezi experience some measure of waste management although there is a need for the identification of a new waste disposal site. The majority of people, especially in the farming areas, dispose of their waste on-site and diseases emerge because they do not have information on how to manage the situation. As a result, diseases are spread and animals are also exposed to hazardous conditions because of plastics. Awareness campaigns on the importance of proper waste management in attracting investment. Currently, funds are inadequate to provide formal waste disposal sites, hence, a Waste Management Plan is underway

3.1.6. HOUSING PROVISION

The majority of the population resides in urban settlements of Weenen, Estcourt and Wembezi. This is informed by the historic growth pattern of the municipality. The two main nodes of Weenen and Estcourt evolved as agricultural service centres. While Wembezi complex on the other hand served the residential area of Wembezi, The municipal population of 59 822 residents distributed across seven municipal wards represents a range of predominantly urban, farming communities and rural settlements. Development intensity and housing need particularly is in the urban areas of Estcourt and Weenen and Wembezi with a population of 29 934 residents (49%) of municipal population. These settlements are located on the major activity routes.

The second largest population density with a population of 19 950 (33%) of municipal residents is located on privately owned commercial farmlands. The tribal areas make up 10 038 (16%) of the residents of the municipality *(please refer to Chapter 2.5 – other relevant statistics by percentage)* Taking into account the composition of settlements, that is, urban population (49.9%), farmlands and tribal settlements that comprise 33% and 16 % respectively, it is evident that the 35% of traditional huts are in farmlands and communal areas. The municipal IDP (2008/2009) states that the houses in these areas are in a bad state of repair. They are subjected to periodic collapse during the rainy season or windy times. In terms of Section 9 (1) of the National Housing Act the municipality through its planning takes all reasonable and necessary steps to ensure that, conditions that are not conducive to health and safety of its residents are prevented and removed.

It is therefore without doubt that the greatest areas of housing need in the Umtshezi Municipality are the farmlands and tribal areas. This correlates to the housing development projects planned by the municipality as the majority of them are in rural settlements (see Table 5). The lack of housing development in the rural areas and farm areas can be ascribed to a number of factors, the most important of these being security of tenure on Ingonyama Land and lack of land ownership by farm dwellers.

The project linked subsidy which requires beneficiaries to have outright ownership of the site to which the subsidy relates has been until recently the preferred Housing subsidy Scheme. As a result thereof, housing development has taken place in urban areas as all the current housing developments are in urban settlements. The foreseen challenge in the housing development in farmlands is access to tenure, as this land is privately owned.

Consequently, there has been no development on Ingonyama Land and farmlands resulting in less than adequate housing standards. Almost half of the municipal population resides in these areas. The introduction of the Institutional subsidy now provides a mechanism for development on Ingonyama Land, which provides the beneficiary with a long term-lease. For farm dwellers access to housing opportunities is reliant on tenure reform.

We have adopted our housing Sector Plan, which has been reviewed accordingly. We have incorporated our Reviewed Housing Sector Plan within our IDP with proper integration of housing programmes and projects.

3.1.7. WATER AND SANITATION

Access to water within 200m of one's home is an acceptable minimum standard irrespective of whether the water comes from a hand pump, borehole and a reticulation system supplied from a high yielding borehole or a reticulation system from a bulk line or reservoir. In the Umtshezi Municipality the water services backlog is at 7% (UTDM IDP 2009/2010) while the sanitation backlog is estimated at 8%. The planned housing projects are guaranteed access to water through CMIP funding. Thus housing development provides opportunities for households to access water and sanitation. This is a district competency and therefore housing projects have to be aligned to the district infrastructure plan to ensure that they the bulk infrastructure component of the development is supplied employment, housing and land, with people able to exercise control over their society, community and personal lives, and to invest in the future.

- CHALLENGES

- large amount of funding required for the eradication of backlogs (water, sanitation and electricity.)
- Vandalism of infrastructure (breakages and theft)
- Ageing Infrastructure e.g. Landfill sites, water pipes etc reaching designed capacity
- Non payment of services, largely by indigents or very low debt collection rate due to unemployment
- insufficient funding of Operation and maintenance
- A large percentage of the employable population is unemployed resulting in indigents

- KEY INTERVENTIONS

- An effective road system exists in the urban areas
- A solid waste disposal facility is already in place but needs improvement
- Household, industrial and business refuse removal services available in urban areas
- Housing Chapter and Housing sector Plans – These plans have been developed and are in place in order to address the housing backlogs and are aligned with other infrastructure development programmes of the respective Local Municipalities.
- Series of Sector Plans, drafted reviewed
- Indigent Register in place
- Free Basic services is provided for water, sanitation and electricity
- Turnaround Strategy is being implemented

- Implementing Extended Public Works Programme guidelines in trying to reduce unemployment
- Tarring of roads in townships
- Exploring alternative sources of energy (gel and solar panels)
- Implementation of Spatial Development Framework

3.2 MUNICIPAL SOCIAL SERVICES AND DEVELOPMENT

3.2.1 INTRODUCTION

The municipality aims to improve access to social development services and information with this chapter. Core to this chapter is the need for social needs analysis and programmes to facilitate interfaces between different spheres of government charged with social development role.

3.2.2. ACCESS TO SOCIAL SERVICES

- **EDUCATION**

There is great concern over the distribution of crèche's, primary and secondary school facilities in the municipality. The quality of education in schools is also not satisfactory because of the shortage of teachers and location of schooling facilities in private land (farms). In some clusters high school learners have to travel long distances because of uneven distribution of schools. The planning of education facilities is complicated by the fact that some parents may choose to support schools in other areas because they are perceived as offering a better service.

Static's South Africa

	Pre-school	Primary	Sec-School	College	University/ Univ. of Technology	Adult basic Edu.	Other	Not App.	Total
Blk	1.462.8	5.916.87	5.314.09	311.363	377.430	377.430	101.954	24.768.931	38.255.167
Col.	112.34	561.299	410.765	28.564	34.739	34.739	8.530	3.219.235	4.375.527
Indian	26.380	125.597	105.351	12.564	45.007	45.007	3.957	925.777	1.244.634
White	108.54	349.659	339.155	45.423	155.283	155.283	11.853	3.616.820	4.626.733
Total	1.710.066	6.953.426	6.169.361	397.914	612.459	612.459	126.294	32.530.764	48.502.06

Descriptive 2007
Table 2 Population group by Educational Institution
For person weighted, KZN234: Umtshezi Local Municipality

- **HEALTH FACILITIES**

Furthermore, the distribution of clinics and other primary health care facilities within the municipality is uneven with the result that some clusters are left out. There is one hospital in the municipality, which provides for emergency services and hospital care. The Primary Health Care facilities vary in size and they cater for prams and wheelchairs, i.e. the facilities are user friendly. The impact of HIV / AIDS enhances the need for hospitals and clinics.

- **HIV/AIDS**

There is still a great deal of ignorance about the spread of HIV/AIDS. The HIV Prevalence in Umtshezi Municipality for the Period April 2009 to October 2009 is 36.4%. The District is at 30.9%. Access to social welfare services still poses another challenge on the access to social services. The Department of Welfare and population Development is working together with the Municipality in ensuring that such services are rendered to the local communities. This is one of the priority areas for the Municipality.

The scourge of AIDS affects all the citizens of this country, mostly the youth. Umtshezi Local Municipality has realized that HIV/AIDS pandemic will have a devastating impact on its socio-economic development programs and formulated the HIV/AIDS council that was launched in 2007. This has led to the formation of HIV/AIDS development plan, which seeks to ensure that HIV/AIDS infection rates are lowered and that those who are affected and infected with the pandemic are given a necessary support. The Municipality will embark on HIV/Aids programmes during the 2012/17 financial years that would contribute to the mitigation of this pandemic.

- **SPORTS COUNCIL**

The absence of sport and recreation facilities in the municipality has a direct relationship with crime and prevalence of HIV/AIDS among the youth. The facilities that exist are located only in urban settlements making them unreachable for the rural communities. There is a huge bias towards soccer and other sporting codes are not catered for. The provision of facilities is a matter of urgency so as to keep the youth engaged and thus reduce crime incidents. The youth need extra mural activities to keep them busy. The youth can develop their talent and get to professional level. The Departments of Education and Sports and Recreation are part of the IDP Forum as well as the service provider's forum where these priority areas are debated at length and addressed to a certain extent by the relevant sector department.

- **CEMETERIES**

Some communities within the Municipality are still practicing on site burials as a cultural phenomenon and there is a general shortage of burial sites in the municipal area. There are negative environmental implications because of contamination of ground water. The land that has been used for cemetery purposes and it cannot be used for any other purposes. There needs to be intensive awareness campaigns so as to sensitize people about the importance of using clearly demarcated cemeteries as per National Water Act, Act No.36 of 1998 and KwaZulu – Natal Cemeteries and Crematoria Act, Act No.12 of 1996 require that suitable buffers be put in place as determined by a qualified professional. Uthukela District Municipality conducted the Cemetery Crematorium Identification Study and the findings are yet to be implemented.

3.3 LOCAL ECONOMIC DEVELOPMENT

3.3.1 INTRODUCTION

The economic analysis undertaken in Umtshezi indicates that the poverty and unemployment rates have increased, with employment opportunities not being created quickly enough for the number of people entering the labor force age group. The Development Bank (2005) has clearly indicated that employment (a job or an income generating activity) is the best protection against poverty. This means that any strategy must protect and build formal employment and assist the poor and second economy participants to access opportunities. The balance between the two approaches and the use of available resources is also important. The formal economy experienced a negative growth rate until 1999 – 2000, and even since then has exhibited a fluctuating growth rate in spite of the national positive growth.

3.3.2 TOURISM PARTICIPATION

Strategy to be developed.

3.3.3 LED STRATEGY & PLAN (REFER TO APPENDIX 2 FOR COMPREHENSIVE PLAN)

The Umtshezi Mission and Vision provides the context for the LED Plan. The LED Plan supports the municipality in achieving the goals as set out in the IDP. The Umtshezi Strategy and Plan is aligned to the Provincial Spatial Economic Development Strategy (PSEDS) and the Accelerated Growth Initiative of South Africa (ASGI-SA). An LED Manager and the Tourism officer have been appointed to implement the LED Plan and are assisted by an LED Consultant. A fully functional LED forum has been constituted which supports the Councils sub-committee on LED. The Umtshezi LED plan is driven by the following strategies:

- **Strategy 1: Municipal – Multi Stakeholder**

The previous LED policies have emphasized the need for partnerships and forums for interaction and communication. The Umtshezi Municipality and the business community have an inconsistent relationship to date. The municipality and the business community also need an environment where issues relate to Municipal functions and programme focus areas – land use management, economic infrastructure provision, business service provision, etc. The relationship among the broader economic community (including trade unions, the informal traders, and youth groups) can meet the municipality's need to be established. These types of forums are essential as they enable broader platforms for integration between these stakeholders, is not usually shared.

- **Strategy 2: Municipal Functions**

The LED policy reflects on the 'Market and Public Confidence', which emphasizes the role that the municipality has in creating the environment that promotes business development.

These areas include local policies and by-laws, which reflect on: -

2.1. Municipal by-laws (including enforcement).
2.2. Land Use Management Systems or Land Use Schemes.
2.3. Rates and levies.
2.4. Budget preparation and reporting.
2.5. Integrated Development Plan.
2.6. Procurement policies.
2.7. Policies dealing with the indigent, youth, woman, disabled, etc

2.8. Business support institutions (Community Tourism Organization, Business Support Centers, etc).

In terms of service delivery, municipalities are urged to review the level of integration of their systems. Referring to the policy document reflects, “Infrastructure development, service delivery, municipal financial viability and local economic development are not mutually exclusive concepts.

- **Strategy 3: Sector Support and Strategy**

The sector support approach is based on the assumption that economic growth can be driven by interventions in specific markets and sectors. The analysis typically makes use of an analysis of sector stakeholders, product development and selection, supply and value chains, market areas and international trends. The strategy should begin by making use of the resources available to undertake sector interventions. A sector strategy would provide the basis for short and medium interventions. The strategy should begin by making use of the resources available to undertake sector specific interventions. A sector strategy would provide the basis for short and medium term interventions.

The Provincial Spatial Economic Development Strategy is the key development strategy which drives economic development thinking at present and identifies four key sectors as drivers of economic growth in the province.

The following sectors were identified: -

1. The Agricultural Sector (inclusion of agri-processing) and land reform
2. The Industrial Sector
3. The Tourism Sector
4. The Service Sector (inclusion of government services)

- **Strategy 4: Enterprise Support**

This strategy emphasizes enterprise support to co-operatives and other small businesses. The instruments to implement the strategy include the establishment of enterprise Information Centers, skills development and a Mentoring Programme Center is a central intervention being intervened within the ASGISA Initiative, The National LED strategy and within Provincial Interventions. The need is to assist those “who are presently economically trapped in the non – functioning Local Township and rural marginalized economies of the Second Economy”. The ASGISA documentation refers to the notion of "eliminating the second economy". That will probably not to be possible and in some middle-income countries the informal sector provides more than 50% of the employment and income generating opportunities. The enterprise support strategy aims at assisting in the establishment of a centre (Enterprise Information Centre) but also in ensuring that the center is effective, relevant and targeted.

- **Strategy 5: Support to Land Reform Beneficiaries**

As it is suggested in Strategy 3 an Agricultural Plan needs to be prepared. It is important that such a sector plan makes clear provision for the inclusion of land reform as transformative process. The experience of land reform in the municipal area has included a high level of competition and conflict. It is important that the strategy makes resources available for mediation and stakeholder support.

The following table summarizes the current extent of the land reform programmes in Umtshezi.

Programme	Extent
Restitution	72 claims
Redistribution	23 projects
Land Redistribution for Agricultural Development (LRAD)	3 projects
Labour Tenant	14 projects

The LED aspects of the land reform projects are generally poorly developed. The Framework for Land Reform in KwaZulu Natal (2005) notes that: "Very few land reform projects, except those initiated by the private sector or in partnership with the private sector, facilitate the integration of beneficiary groups into commercial agricultural markets or provide opportunities for rural households to generate small amounts of income from their agricultural produce or natural resource products" (71). Land reform projects require not only the same kinds of support that other emerging farmers do; but additional support in the enterprise transformation process and resettlement process. This is termed 'post- transfer support' and requires enterprise, livelihood, infrastructure and social support interventions.

- **Strategy 6: Municipal and State Procurement**

The national LED strategy noted that state expenditure (at all levels) is having a limited impact on development goals. This strategy intervention is based on the use of the municipal procurement system to undertake targeted and preferential procurement. This should be undertaken as a specific study within the corporate services section. The intervention should not end at this point – but also the Municipality should monitor that any other state agencies are ensuring that maximum benefits are accruing to local enterprises and local labour. This would include infrastructure development such as water systems and road construction.

LED has been now well institutionalised within KZN234. All staff, councillors and residences of this municipality are fully aware of the importance of LED and are indeed aware of our LED Strategy. We have reviewed and reflected more details of our LED strategy and associated projects within our reviewed IDP. We have placed more emphasis on the implementation actions and progress with regard to the LED in our current IDP. Proper alignment has been ensured of our LED Strategy and realistically practicability inline with the PSEDS and ASGI-SA. Further, our LED Plan is fully aligned to our SDF and are all spatial reflected.

3.4 GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

3.4.1 INTRODUCTION

The Municipality believes in good governance, transparency and community participation. There are functional structures within the Municipality that ensure that communities are constantly informed of the development processes by the Municipality.

3.4.2 WARD COMMITTEES

Ward Committees have been established in all seven wards, however these committees have been dysfunctional. Attempts have been made to train these committees, but this was not very successful. A budget has been allocated to revive and reconstitute these ward committees, inclusive of the two newly established wards.

3.4.3 MAYORAL IZIMBIZO / ROADSHOWS AND STAKEHOLDER FORUMS

The Mayor participates actively in Road Shows and Izimbizo to discuss and approve the IDP and the allocated budgets with the communities. The Representatives Forum also includes external stakeholders to ensure that there is contribution made by all stakeholders before the Municipality adopts the final IDP.

The area of focus for the 2012/2017 financial years will be to ensure that all relevant sector Departments attend the planned forums and participate effectively. The Municipality hosts the Service Providers Forum which is aimed at bringing together all service providers within the Municipality to share with other stakeholders and input on the IDP. Attempts were made in the previous years but there are those Departments that never attended the scheduled meetings. However, there is support from the Departments such as the Department of Agriculture, Social Welfare and Transport.

- CHALLENGES

- Ward committees need training.
- Financial Constraints
- Establishment of help desk

KEY INTERVENTIONS

- Plans in place to train Ward committees
- Strengtening Communication
- Schedule of meetings are in place to facilitate the functioning of the IDR structures, COGTA will assist financially
- Well structured programmes to assist Special Focus Groups
- Improved public participation
- financial support
- Capacity building for both Councillors and Officials (Team building exercises)

3.4.4 INTERGOVERNMENTAL RELATIONS

The municipality participates in some of the District IGR forums, which are functional. The Umtshezi Municipality also participates and fully co-operates in the activities of other spheres of Government.

3.5. FINANCIAL VIABILITY AND MANAGEMENT

3.5.1 INTRODUCTION

Umtshezi Municipality has recognized that to be successful, the IDP must be linked to a workable financial plan. The purpose of the five-year financial plan is to create the medium and long-term strategic financial framework for allocating resources through the municipal budgeting process and to ensure the financial viability and sustainability of the Umtshezi Municipality's investments and operations. Other important reasons for developing the financial plan are:

3.5.2 AUDITOR GENERAL AND AUDIT COMMITTEE REPORTS

On receiving the audit opinion, annually, from the Auditor General, uMtshezi municipality council deliberates on the auditor's report and provides the response to the Auditor General. Over and above this, mechanisms are put in place to prevent the same incidents recurring within the municipality.

The municipality has a functional Audit Committee, which also functions as a Performance Audit Committee. The Audit Committee deliberates on annual performance of the municipality and reports to Council. Thereafter Umtshezi full Council adopts the annual report.

The Umtshezi Municipality received an unqualified report for the Financial Year 2009/2010. The following is the full report of the auditor general together with the Umtshezi Manager's responses.

Finding	*Action plan*	*Implementation Date*	*Accountable Executive*	*Status*
MATTERS RELATING TO THE AUDIT REPORT				
1. Material Losses relating to electricity distribution losses				
2. Underspending of Conditional Grants				
OTHER IMPORTANT MATTERS				
3. *Budget exceeded in terms of the budget viz Depreciation and Finance Charges*	Monthly depreciation calculations will be done to monitor depreciation actual provisions vs the budget allocation	1 December 2011	CFO	In progress
4. Notice of termination period	Notice of termination period will be included in the employment contracts of all newly appointed staff.	1 December 2011	Director: Corporate Services	Completed
5. Employee Cost – Compulsory leave not taken by			Director: Corporate Services	

Finding	***Action plan***	***Implementation Date***	***Accountable Executive***	***Status***
employees				

DRAFT

3.5.3 FINANCIAL PLAN

The municipality has put together a financial plan, (Refer to **Section H**) in order to:

- To ensure a close planning and budgeting link;
- To inform municipal budgeting over tier;
- To facilitate inter-governmental alignment with regard to capital requirements and sources of funding;
- Assess financial management arrangement and financial strategy; and
- To outline revenue and expenditure forecast.

The financial plan is an integral component of the IDP and addresses:

- Establishing financial management systems and efficient, effective internal audit systems.
- Funding availability over a 3- 5year planning period
- The balancing of this limiting factor relating to income with objectives established in terms of the IDP.

DRAFT

3.5.4 FINANCIAL MANAGEMENT ARRANGEMENTS

The following financial management arrangements in the municipality are in place:

- **ADMINISTRATION**

Umtshezi Municipality has got a reasonable capable finance department although there are some challenges that need to be addressed, also has an internal audit function responsible for monitoring financial and other controls. In addition, council is committed to sound financial management and the maintenance of a sound economic base. Financial management policies and procedures for the entire municipality have been developed to address the cash forecasts and cash flow monitoring against forecasts, budgeting methods, management reporting, asset policy, investment policy, credit risk management and procurement policies.

- **FINANCIAL PROCEDURES AND POLICIES**

To-date some policies are properly documented and in place. These policies include Supply Chain management policy, Tariff policy, By-laws (including credit control), Debt collection strategy, Transport policy, Risk Management policy, Cash management, Banking and Investment Policy and the IT Disaster Recovery Plan.

- **COUNCIL REPRESENTATION**

A portfolio councilor for finance serves on the executive committee and advises the mayor on matters in the executive committee agenda. The council is responsible for approving the IDP, the operating and capital budgets that are prepared on recommendations of the executive committee.

The council adopted financial strategy that encompasses the following fundamental issues, a financial resource mobilization (capital and operational), asset management, revenue base expansion, and operational cost effectiveness methods. All aspects of matters relating to the financial matters will take into account council's social responsibilities and these include council's indigent policy and recognizing that certain sections of the community do not have the ability to pay for services. A further aspect of social responsibility will focus on transformation and empowerment as called for in council's preferential procurement policy.

3.5.5 INCOME/ FINANCIAL RESOURCES

RATES AND GENERAL SERVICES

The municipality has a reasonable good property valuation roll but with a challenge of general revaluation. With the introduction of new Municipal Property Rates Act of 2004, the municipality has an increasing potential income from the property rates. Also, the municipality needs to strengthen controls in the implementation of credit control and revenue collection by- laws. This should be closely coupled with good customer care and community education around area of billing of rates and services. This will improve the collection rate and ultimately the picture of revenue generation.

GRANTS AND SUBSIDIES

The Municipality derives most of its income from internal sources to fund its capital and operational budget. For the next three years (2012/2013, 13/14, 14/15) the total grants and subsidies will average at 19% of the total budget. This means that the municipality is mostly dependent on the internal revenue sources. This is a serious challenge that the municipality has taken into consideration, high levels of unemployment versus very high infrastructure backlogs in vast rural areas of the municipality. More serious attention should be given to the Statistics SA census processes as figures currently do not show the correct picture to inform the national government equitable share allocation.

DRAFT

GRANT ALOCATIONS (R)			
	MEDIUM TERM ESTIMATES		
	2012/13	2013/14	2014/15
	R	R	R
PROVINCIAL ALLOCATIONS			
CRU programme	3 960 000	15 000 000	15 000 000
Property Rates	8 778 000	11 500 000	11 500 000
Provincialiation of Libraries	894 000	1 878 000	1 981 000
Museum	134 000	143 000	151 000
Community Library	106 000	111 000	116 000
	13 872 000	**28 632 000**	**28 748 000**
NATIONAL ALLOCATIONS			
Operating Grants			
FMG	1 500 000	1 750 000	1 750 000
MSIG	800 000	900 000	950 000
Equitable Share	27 544 000	29 519 000	31 739 000
Equitable Share (cllrs remuneration)	2 100 000	2 374 000	3 027 000
	31 944 000	**34 543 000**	**37 466 000**
Capital Grants			
MIG	12 749 000	13 449 000	14 227 000
NDPG	0	0	0
	12 749 000	**13 449 000**	**14 227 000**
Allocations in Kind			
NDPG	400 000	500 00	500 000
INEO	10 841 000	413 000	306 000
	11 241 000	**913 000**	**806 000**
CAPITAL GRANTS			
R THOUSAND	**2012/2013**	**2013/2014**	**2014/2015**
MIG	12 749 000	13 449 000	14 227 000
CRU PROGRAMME	3 960 000	15 000 000	15 000 000

Allocations in Kind			
NDPG	400 000	500 000	500 000
INEP	10 841 000	413 000	306 000
TOTAL	**27 950 000**	**29 362 000**	**30 033 000**

3.5.6 EXPENDITURE

1. INTRODUCTION

Expenditure is closely monitored and controlled by the finance department. Expenditure is strictly linked to the approved budget and where it is necessarily urgent adjustments within the budget and also adjustments in between votes they are done after six months of the financial year. Departmental directors are held responsible and accountability for any over expenditure. The finance department is responsible for the analysis of monthly expenditure reports. The municipality has had slow spending on capital expenditure due to the cash flow problems. Only grants and subsidies funded capital projects were done, specifically electricity and housing projects. The 2011 / 2012 capital expenditure is as follows:

2. CAPITAL EXPENDITURE BY VOTE

Table below

DRAFT

KZN234 Umtshezi - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Capital expenditure - Vote											
Multi-year expenditure ***to be appropriated***	2										
Vote 1 - Corporate Service		–	–	–	–	–	–	–	–	–	–
Vote 2 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 3 - Finance and Budget		–	–	–	–	–	–	–	–	–	–
Vote 4 - Civil Service		–	–	–	–	–	–	–	–	–	–
Vote 5 - Planning,Economic and Community Service		–	–	–	–	–	–	–	–	–	–
Vote 6 - Electrical Service		–	–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Single-year expenditure ***to be appropriated***	2										
Vote 1 - Corporate Service		403	491	953	240	814	814	814	–	–	–
Vote 2 - Municipal Manager		–	–	–	3	3	3	3	–	–	–
Vote 3 - Finance and Budget		–	214	335	50	50	50	50	–	–	–
Vote 4 - Civil Service		109	12 068	9 528	7 679	8 279	8 279	8 279	12 749	13 449	14 227
Vote 5 - Planning,Economic and Community Service		18 114	15 768	18 794	28 954	19 509	19 509	19 509	4 360	15 500	15 500
Vote 6 - Electrical Service		1 826	1 524	2 775	10 426	10 456	10 456	10 456	15 341	413	306
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**
Total Capital Expenditure - Vote		**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**
Capital Expenditure - Standard											
Governance and administration		**403**	**705**	**1 288**	**290**	**864**	**864**	**864**	**–**	**–**	**–**
Executive and council		–	–		90	90	90	90			
Budget and treasury office		–	214	335	50	50	50	50			
Corporate services		403	491	953	150	724	724	724			
Community and public safety		**18 114**	**15 535**	**4 692**	**24 956**	**4 692**	**4 692**	**4 692**	**3 960**	**15 000**	**15 000**
Community and social services		138	15 515		4 931	4 682	4 682	4 682			
Sport and recreation				72							
Public safety											
Housing		17 977	–	4 620	20 000	–	–	–	3 960	15 000	15 000
Health		–	20		25	10	10	10			
Economic and environmental services		**109**	**11 816**	**22 055**	**11 679**	**23 099**	**23 099**	**23 099**	**13 149**	**13 949**	**14 727**
Planning and development		–	–	12 526	4 000	14 820	14 820	14 820	400	500	500
Road transport		109	11 816	9 529	7 679	8 279	8 279	8 279	12 749	13 449	14 227
Environmental protection											
Trading services		**1 826**	**1 857**	**4 350**	**10 427**	**10 456**	**10 456**	**10 456**	**15 341**	**413**	**306**
Electricity		1 826	1 776	2 775	10 427	10 456	10 456	10 456	15 341	413	306
Water											
Waste water management		–	81	1 575							
Waste management											
Other			**153**								
Total Capital Expenditure - Standard	3	**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**
Funded by:											
National Government		18 895	12 104	–	19 010	29 830	29 830	29 830	23 990	14 362	15 033
Provincial Government		–	15 515	20 179	20 000	–	–	–	3 960	15 000	15 000
District Municipality		–	–	–	–						
Other transfers and grants											
Transfers recognised - capital	4	**18 895**	**27 619**	**20 179**	**39 010**	**29 830**	**29 830**	**29 830**	**27 950**	**29 362**	**30 033**
Public contributions & donations	5										
Borrowing	6			4 249	4 500	4 928	4 928	4 928	4 500		
Internally generated funds		1 557	2 446	7 957	3 842	4 353	4 353	4 353			
Total Capital Funding	7	**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**

3. CAPITAL BUDGET FUNDED AS FOLLOWS:

Funded by:											
National Government		18 895	12 104	–	19 010	29 830	29 830	29 830	23 990	14 362	15 033
Provincial Government		–	15 515	20 179	20 000	–	–	–	3 960	15 000	15 000
District Municipality		–	–	–	–						
Other transfers and grants											
Transfers recognised - capital	4	**18 895**	**27 619**	**20 179**	**39 010**	**29 830**	**29 830**	**29 830**	**27 950**	**29 362**	**30 033**
Public contributions & donations	5										
Borrowing	6			4 249	4 500	4 928	4 928	4 928	4 500		
Internally generated funds		1 557	2 446	7 957	3 842	4 353	4 353	4 353			
Total Capital Funding	7	**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**

DRAFT

3.5.7 FINANCE POLICIES

The municipality embarked on a process of reviewing the financial environment with a view to determining which areas required enhancement to ensure overall financial stability. This has been done by reviewing financial policies on the following areas but not limited to:

- The IDP and Budgeting process;
- Financial procedures and manuals;
- Financial accounting and reporting;
- Debt Collection and Revenue Management
- Resource mobilization;
- Management of grants and subsidies;
- Raising of other income; and
- Supply Chain Management and Asset Management
- Free basic Services

3.5.8. FIVE-YEAR CAPITAL INVESTMENT PLAN

Umtshezi municipality is composed of various rural areas where serious challenges of infrastructure backlog and a high rate of unemployment are evident. Also statistics show high figures of illiterate people in most of the rural areas of the municipality. As an integral component of the IDP the municipality has developed a five-year capital investment plan. This five year capital invest plan is aimed in addressing the challenges faced by the communities in the entire municipality as well as to ensure a close planning and budgeting link, inform municipal budgeting over tier and as a sphere, facilitate inter-governmental alignment with regard to capital requirements and sources of funding, assess financial management arrangements and financial strategy; and outline revenue and expenditure forecast.

DRAFT

SECTION D

HIGH LEVEL SPATIAL DEVELOMENT FRAMEWORK

&

ENVIRONMENTAL ANALYSIS

SECTION D
HIGH LEVEL SPATIAL DEVELOMENT FRAMEWORK
&
ENVIRONMENTAL ANALYSIS

DRAFT

1. Environmental Sector Plans

Umtshezi LM is committed to adhere to sustainable development principles in its municipality for the benefit of present and future generation. This is achieved through proper environmental planning which includes environmental sector plans which suppose to be considered in integrated development planning of Umtshezi LM to avoid environmental degradation.

Environmental Planning concerns itself with the decision making processes where they are required for managing relationships that exist within and between natural systems and human systems. Environmental Planning endeavours to manage these processes in an effective, orderly, transparent and equitable manner for the benefit of all constituents within such systems for the present and for the future. Present day Environmental Planning practices are the result of continuous refinement and expansion of the scope of such decision making processes. Environmental sector plans can be used to manage environment in the area of municipal juridisriction. The following are the existing Environmental sector plans for Umshezi LM:

1.1 Integrated Waste Management Plan (IWMP)

This plan covers the following key aspects Status quo analysis of Waste Management Goals and objectives of Waste Management, Gaps and needs and needs assessment of Waste Management, Evaluation of alternatives for Waste Management, Framework for an Implementation Strategy. UMtshezi LM is reporting its waste information to the National Department of Environmental Affairs (DEA) through South African Waste Information System (SAWIS). Umtshezi LM has a Waste Designated Officer to handle all matters related to waste management as per the requirements of National Environmental Management: Waste Management Act (No. 59 of 2008)

1.2 UThukela Biodiversity Sector Plan (BSP)

KZN Ezemvelo Wildlife has developed Biodiversity Sector Plan which covers all local municipalities within UThukela District. Umtshezi LM uses this plan to manage its Biodiversity which plays a critical role in local socio-economic, also used for sustainable development through managing natural resources. The Biodiversity Act introduced several legislated planning tools to assist with the Management and conservation of South Africa's biological diversity. These include the declaration of "Bioregions" and the publications of "Bioregional Plans "Bioregional plans which usually an output of a systematic spatial conservation assessment of a region. They identify areas of conservation priority, and constraints and opportunities for implementation of the plan. The precursor to a Bioregional Plan is a Biodiversity Sector Plan (BSP), which is the official reference for biodiversity priorities to be taken into account in land-use planning and decision-making by all sectors within the UThukela District.

1.3UThukela District Environmental Management Framework (EMF)

UThukela District Municipality has received R 1, 5 Million from Department of Agriculture, Environmental Affairs & Rural Development (DAERD) to develop UThukela District Environmental Management Framework (EMF). The service provider has been appointed to develop the plan. This plan will cover the entire district of UThukela as a result Umtshezi LM will rely on district Environmental Management Framework (EMF).

Environmental Management Framework (EMF) will have an important role in land-use management of Umtshezi & the entire district of UThukela because it is a tool that defines the status quo of existing environment, specifies the attributes of the environment in the area including sensitivities, and states conservation status of the area & the environmental management priorities, indicate the kind of activities that would have a significant impact on those attributes & those that would not, also indicates the kind of activities that would be undesirable in the area or in specific parts of the area.

1.4 Geographical Information System (GIS)

Umtshezi LM has Geographical Information System through shared services. The tool is used to capture, store, manipulate, analyze, manage, and present all types of geographically referenced data for Umtshezi LM.

NB: Umtshezi LM sees & understand the strong need for other environmental management tools which needs to be developed e.g. Air Quality Management Plan (AQMP) is necessary for Umtshezi LM as it is characterized by many industries that contributes to atmospheric pollution. There is also an existing Air Quality Monitoring Station in the area that ought to be constantly monitored as well; moreover Umtshezi LM understands the legal requirements of the National Environmental Management: Air Quality Act (No.39 of 2004)

2. Public Participation & Engagement on environmental matters

Umtshezi LM does not have capacity to handle environmental matters but it ensures that it gives a maximum participation to all district & local structures or forums for engagements & updates on environmental management issues. The following is the list of environmental management forums where UMtshezi LM participates in:

2.1 Environmental management forums

District Waste Officers Forum- Umtshezi LM has a responsibility of rendering waste services to their communities; as a result there is a strong need for them to participate in relevant structures to discuss waste related matters. Umtshezi LM actively participates in UThukela District Waste Forum which is comprised of Environmental Affairs (DEA) & Agriculture, Environmental Affairs & Rural Development (DAERD) & all municipal officials responsible for waste services as it is their core function.

District Climate Change Forum-all municipalities are expected to have a critical role to play in responding to threats posed by climate change & global warming. Umtshezi LM participates in District Climate Change Forum which is intended to come up ways & strategies to mitigate climate change challenges. The forum is comprised of government sector departments, NGOs, District & Local Municipalities. The forum has numerous environmental awareness campaigns meant for educating communities on global warming & climate change issues e.g. Umtshezi LM hosted a major Pre-Cop 17 event in Winen & also hosted water conservation campaign.

KZN Waste Officers Forum-waste management services is the core function of Umtshezi LM; it is therefore critically important for Umtshezi LM to be capacitated on environmental legislations. Umtshezi LM participates in this forum which is aimed at capacitating all KZN Waste Management Officers on waste management services, updates on upcoming waste road shows, training, including capacitating on various environmental management legislations e.g. National Environmental Management Act (No. 107 of 1998), Waste Management Act (No. 59 of 2008). The forum is comprised of KZN of sector departments, municipal officials responsible for waste services i.e. designated waste officers, landfill operators, and waste management officers.

3. Environmental capacity building initiatives/projects

Umtshezi LM admits that there is no budget attached to environmental capacity building initiatives therefore it plays a supporting role in celebration of calendar days namely: Arbor Day, Wetlands Day, World environmental day, Clean-Up Week & Water Week. Umtshezi LM also participates in Greenest Town Competition on yearly basis.

The following projects are currently ongoing in the municipality:

- ***Fencing of the Estcourt Landfill Site***
- ***Rehabilitation of the borehole at the Landfill Site***
- ***Keep Umtshezi Clean Project (street cleaning etc.***

CHAPTER FOUR :

SPATIAL DEVELOPMENT FRAMEWORK

UMTSHEZI SPATIAL DEVELOPMENT FRAMEWORK:

LIST OF MAPS

1. Locality Map
2. Uthukela District Municipality
3. Umtshezi Local Municipality
4. Population Distribution
5. Household Density
6. Agricultural Potential
7. Facilities and Services
8. Rivers and Catchments
9. Sensitive Species and Eco-System
10. Slope
11. Land Cover
12. Land Reform
13. Estcourt
14. Wembezi
15. Weenen
16. Environmental Management Framework
17. Natural Environment
18. Development Corridors
19. Development Nodes
20. Land Reform Framework
21. Housing Delivery Framework
22. Economic Development Framework
23. Estcourt Development Framework
24. Wembezi Development Framework
25. Weenen Development Framework

26. Land Use Management Framework (Draft SDF)
27. Consolidated SDF

LIST OF ABBREVIATIONS

Asgi-SA:	Accelerated Shared Growth initiative for South Africa
CBD:	Central Business District
CBO:	Community Based Organisations
CLaRA:	Communal Land Right Act
DASC:	Direct Access Service Centre
DFA:	Development Facilitation Act
DLGTA:	Department of Local Government and Traditional Affairs
DOT:	Department of Transport
EIA:	Environmental Impact Assessment
EMP:	Environmental Management Plan
EMRS:	Emergency Rescue Services
GEAR:	Growth, Employment and Redistribution
IDP:	Integrated Development Plan
ISRDS:	Integrated Sustainable Rural Development Strategy
KZN:	KwaZulu-Natal
LED:	Local Economic Development
LFTEA:	Less Formal Township Establishment Act
LRAD:	Land Redistribution for Agricultural Development
LUMF:	Land Use Management Framework
LUMS:	Land Use Management System
LUS:	Land Use Scheme
MPRA”	Municipal Property Rates Act
MSA:	Municipal Systems Act
NDoH:	National Department of Housing
NDPG:	National Development Partnership Grant
NEMA:	National Environmental Management Act
NGO:	Non-Governmental Organisation
NSDP:	National Spatial Development Plan
PGDS:	Provincial Growth and Development Strategy
PLRO:	Provincial Land Reform Office
PLUS:	Pro-active land acquisition Strategy

POS:	Public Open Space
PPDC:	Provincial Planning and Development Commission
PSEDS:	Provincial Spatial Economic Development Strategy
RDP:	Reconstruction and Development Program
RSC :	Regional Service Centre
SALA:	Sub-division of Agricultural Land Act
SANRAL:	South African National Roads Agency
SEA:	Strategic Environmental Assessment
SDF:	Spatial Development Framework
SLAG:	Settlement and Land Acquisition Grant
SMME:	Small Micro Medium Enterprise
TPS:	Town Planning Scheme
UDF:	Urban Development Framework
WSDP:	Water Services Development Plan
WURP:	Wembezi Urban Renewal Program

INTRODUCTION

Umtshezi Municipality has developed, adopted and is continuously reviewing its Integrated Development Plan (IDP) as required in terms of the Municipal Systems Act (MSA), Act No. 32 of 2000. The IDP is developed within a framework of the national and provincial development imperatives. It commits the municipality to addressing the key development issues facing the area, and improving the standard of living for the all those who live and work within the Umtshezi Municipality area of jurisdiction. It is an organisational and institutional transformation tool, and an instrument for change management. It achieves this by painting a clear vision for the future and articulating a strategy for its attainment. This includes both short and long term interventions.

The IDP comprises of many components or sector plans dealing with a range of development issues. One of these is a Spatial Development Framework (SDF). This is essentially a spatial representation of the development vision and strategy, and a guide for the spatial distribution of development interventions. As an integral part of the IDP, it deals with spatial transformation and identifies priority intervention areas. It assumes a five year horizon and is reviewed annually in response to changes in priorities, trends and pattern as well as new information. The spatial development framework presented in this document is thus a further refinement of the municipality's IDP, and a partial fulfilment of the requirements of the MSA.

As indicated on Map 1 below, Umtshezi Municipality is one of five local Municipalities that makes-up uThukela District. Other municipalities being:

- Imbabazane
- Indaka,
- Okhahlamba, and
- Emnambithi/ladysmith

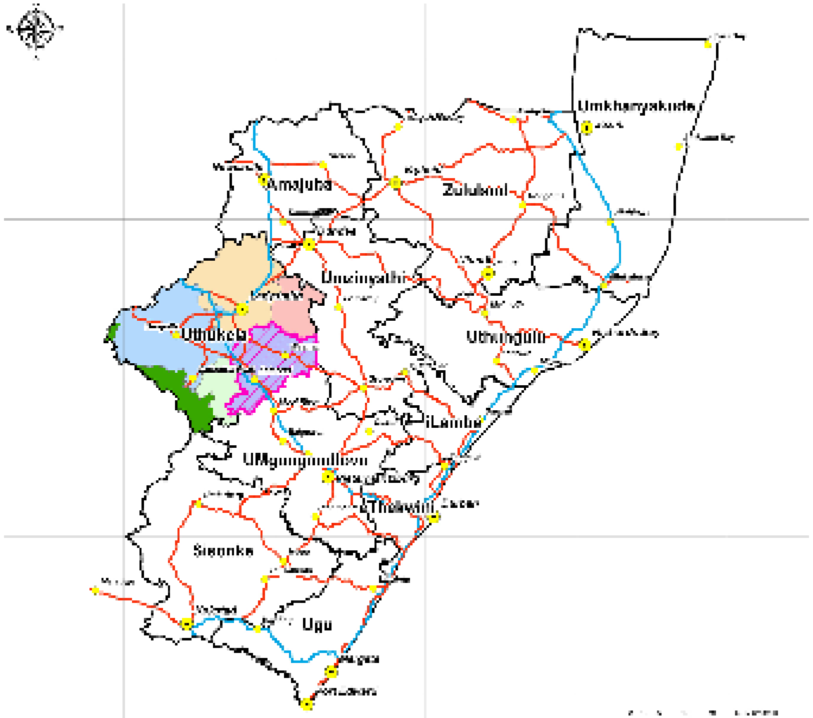
It is located in the midlands area of KwaZulu-Natal approximately 200km west of Durban along the N3. Umtshezi Municipality is bordered on its south-eastern portion by the Mooi Mpofana Municipality, Msinga Municipality on its eastern portion, Indaka Municipality on its north-eastern portion, both by Emnambithi and Okhahlamba Municipalities on its north-western portion and Imbabazane Municipality on its south-western portion.

The SDF covers the whole municipal area (refer to Map 2), and provides detailed information on selected areas such as urban centres and settlements. It key features are as follows:

- It includes a spatial representation of all priority projects and a framework for Land Use Management System (LUMS).
- It is prepared in accordance with the guidelines for SDFs as suggested by the Department of Local Government and Traditional Affairs (DLGTA).
- It is developed within the national, provincial and district policy framework and seeks to advance the objectives of these spatial development policies.
- It is aligned with the spatial development plans of the neighbouring local municipalities such as Mpofana, Imbabazane and Ladysmith/Emnambithi.

The municipal boundaries were delineated in terms of the Municipal Demarcation Act and the criteria set therein. This includes population movement trends, regional economic patterns and land use pattern. As such, the boundaries are not just administrative, but are also intended to promote social and economic development. Other key characteristics of the area include the following:

- At a provincial scale, Mtshezi Municipality is located along the foothills of the Drakensburg Mountain. The N3 rums through the municipal area and almost divides it into two.
- The area also has a rich heritage and sites of historical significance. As such it fall within two tourism regions. Estcourt is the only major town in the area and provides service to areas beyond the municipal boundaries, particularly Ntabamhlophe and Loskop which forms part of Imbabazane Municipality.
- The other small town is Weenen which also has a catchment beyond the municipal boundaries including portions of Msinga Municipality.
- It forms part of Uthukela River catchment through Bushman's River and Umtshezi River and is dominated by commercial farmlands.



The municipality boasts well-established industrial, commercial and residential areas as well as rich agricultural farmlands.

uMtshezi occupies the ideal spot for any manufacturing industry. It is adjacent to the N3 national highway, and lies on the Johannesburg-Durban electrified main railway line, facilitating the transportation of goods to and from the town. uMtshezi has a highly efficient, reliable and cost effective electrical infrastructure, which supplies its large industries with all the power they need to run their plants. An abundance of water, from the Bushman's River, which flows into the nearby Wagendrift Dam, ensures that the industrialists are suitably served in terms of their water requirements.

APPROACH AND METHODOLOGY

Project Definition

The primary aim of the project is to develop a detailed Spatial Development Framework for Mtshezi Municipality within the context of national and provincial spatial development imperatives. This is done with due cognisance of the spatial policies of Uthukela District and the neighbouring municipalities. Its specific objectives are as follows:

- To indicate the current spatial reality of the municipality and identify opportunities, constraints and threats.
- To determine growth directions and device strategies to direct development accordingly.
- To give local interpretation to the national and provincial spatial policies and position the municipality to plan a significant role in the realisation of the national spatial transformation agenda.
- To give spatial interpretation to the development strategies outlined in the IDP and indicate the spatial location of catalytic and strategic projects.
- To indicate intervention areas in terms of sustainable development, building sustainable human settlements and promoting economic development and growth.
- To provide a framework for the development of detailed Land Use Management System (LUMS).

Approach

The nature of the SDF, its significance as a tool for spatial transformation and local governance, and the spatial challenges facing Mtshezi Municipality requires that the preparation of the SDF for the municipality be undertaken from a strategic perspective with a particular focus on the identification of intervention areas that will have a catalytic effect.

Planning Principles

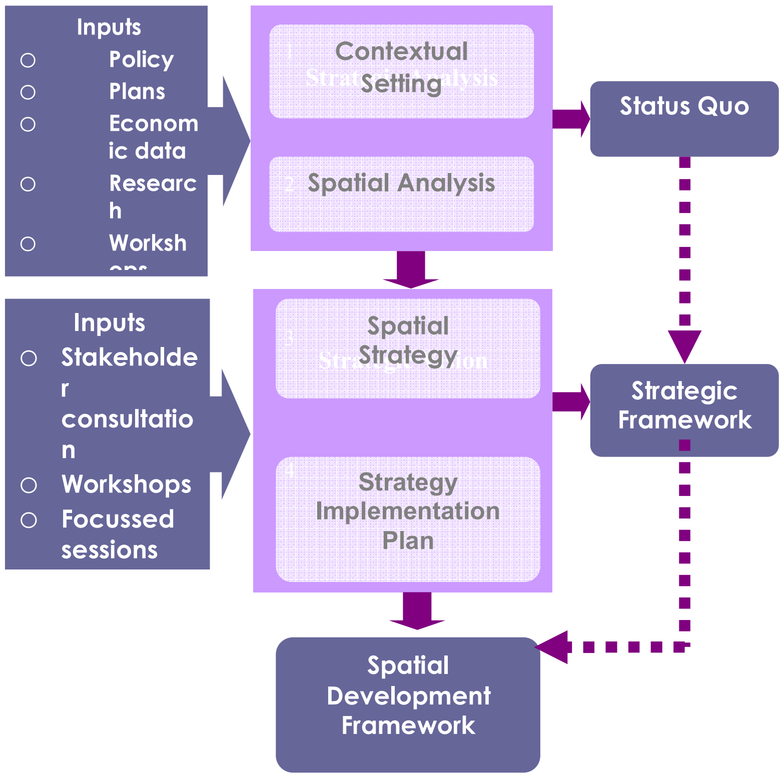
In line with the strategic approach, the following principles were adopted as overarching concerns that should be satisfied or met in order to produce a credible SDF:

- Stakeholder consultation: The final SDF should be developed on the basis of views, concerns and issues raised by a range of stakeholders in a structured public participation process.
- Integrated Development: The SDF should facilitate integrated development (horizontally and vertically).
- Sustainable development: The SDF should promote spatially, socially, economically, environmentally and institutionally sustainable development.
- Equity: The SDF should serve as the basis for an equitable access to land and other resources. It must address gender issues and provide for empowerment.
- Efficiency: The SDF should facilitate efficient allocation of resources and implementation of land development projects.

A Phased Approach

The preparation of the SDF involves the completion of a number of tasks leading to the achievement of sequential milestones. As such, these activities have been grouped according to milestones as reflected on Figure 1 below.

Figure 1: Methodology



At least three stakeholder workshops were held:

- ○ The first workshop unfolded in a form of a presentation to the stakeholder forum and focused on the introduction of the project to the stakeholders and provided an opportunity for them to identify spatial development issues that require detailed investigation. Essentially, this was an environmental scanning exercise.
- ○ A current situation analysis report was presented at the second workshop. Stakeholders were given an opportunity to input on the formulation of responses to the issues. This includes development broad parameters for a short to long-term spatial development vision, objectives and preliminary spatial strategies.
- ○ The last workshop focused on the presentation of consolidated spatial strategies and obtaining further debate in this regard.

Focussed sessions and stakeholder interviews were undertaken with a range of organised interests including the following:

- ○ Workshops with ward committees held in three different areas (Estcourt, Weenen and Wembezi) but covering the whole municipal area.
- ○ Relevant government departments and development agencies.
- ○ Farmers associations, organised business, CBO's and NGO's.
- ○ Alignment meetings with the District Municipality and the neighbouring municipalities, particularly Imbabazane and Mooi Mpofana.

POLICY CONTEXT

Since the introduction of the democratic dispensation in South Africa, the notion of spatial planning, given effect in the form of spatial development plans and spatial targeting, has gained momentum. This is the case in all spheres of government. At a national level, this focus first emerged within the context of the Reconstruction and Development Programme (RDP) and was given statutory emphasis through the Development Facilitation Act (DFA). Spatial targeting was first built into the Integrated Sustainable Development Strategy (ISRDP) which identified 13 nodal areas. Today, it is one of the fundamental principles on which the National Spatial Development Plan (NSDP) is based.

At a provincial, the now outdated Provincial Growth and Development Strategy (PGDS) had a spatial component to it. More detailed spatial planning guidelines were incorporated into the Rural Development White Paper for kwaZulu-Natal which introduced the Rural Service Centre system (RSC), which is now widely used in the province as an approach to regional spatial planning. The same theme has been carried over to the emerging provincial development policy in the form of Provincial Spatial Economic Development Strategy (PSEDS).

Defining an SDF

Umtshezi SDF is formulated within the spatial planning policy context set by these national and provincial spatial development imperatives. In part, it deals with the spatial issues facing the municipal area, but also seeks to contribute to the attainment of the spatial development targets and objectives outlined in these policies.

Defining an SDF

The Spatial Development Framework is a principal spatial planning instrument which guides and informs all planning, land management, development and spatial decision-making in a municipality. It aims to create a spatial interpretation of the strategies and projects already contained within the IDP. The main purpose of the SDF is to **guide the form** and location of **future spatial development** within a Municipal area in order to address the imbalances of the past. Its attributes are as follows:

- As the SDF is a legislative requirement it has legal status and it supersedes all other spatial plans that guide development at local government level.
- The SDF will enable the municipality to manage its land resources effectively in a sustainable manner.
- Through the SDF, the municipality is able to develop and implement appropriate strategies and projects to address spatial problems.

In addition, the SDF will promote effective use of scarce land resources, speed up delivery of spatial bound projects and services, help attract additional external funds where it is needed, strengthen democracy and institutional transformation, promote intergovernmental coordination on spatial issues, and provide guidance to more detailed Land Use Management Systems.

Purpose of the SDF

Umtshezi SDF is neither a development nor a master plan, but a strategic guide for the spatial transformation of the area.

It provides a framework for the formulation of more detailed and area/site specific plans.

National Spatial Development Imperatives

National spatial development vision was first articulated, in principle, in the Reconstruction and Development Programme, which identified a need to create integrated and sustainable urban and rural spatial systems. This was essentially, about spatial transformation and resonated well with the transformation and reconstruction agenda of the new government. It was articulated in more detail in the Development facilitation Act, (Act No. 67 of 1995). This Act introduced a generic set of normative and procedural principles that should guide land planning and development in South Africa. These principles were amplified in the White Paper on Spatial Planning and Land Use Management introduced in 2001. The principles are as follows:

The White Paper states that the principles and norms collectively form a vision for land use and planning in the country. They constitute a single point of reference and an overarching coherent set of policy guides to direct and steer land development, planning and decision making in all spheres of government including other public agencies involved in land use so that the outcomes thereof are consistent with the national objectives.

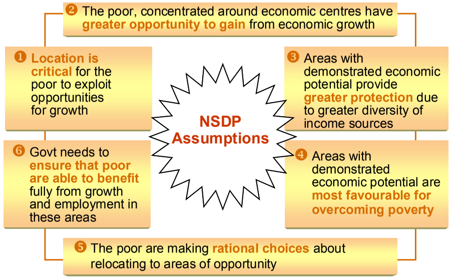
Although not necessarily a spatial planning policy, the Integrated Sustainable Rural Development Strategy (ISRDS) added spatial targeting as a new dimension to the government vision for spatial planning. It identified 13 district municipalities as focus areas for rural development programmes. Although Umtshezi Municipality is not located within an ISRDS node, it should nevertheless observe and incorporate its principles in its spatial and development planning initiatives.

More recently, the national government has introduced the National Spatial Development Perspective (NSDP) as spatial expression of the general national development vision as outlined in Asgi-SA. The NSDP assists government in addressing three fundamental issues, namely:

- Strategic areas where government should direct its investment initiatives so as to achieve maximum and sustainable impact.
- Creating forms of spatial arrangements that are conducive to the achievement of the national objectives of democratic nation building and socio-economic inclusion; and
- Taking the government beyond the rhetoric of integration and coordination and start putting into place clear procedures and systems for achieving these ideals.

The NSDP read together with the Integrated Sustainable Rural Development Strategy (ISRDS) and the Urban Development Framework (UDF), clearly suggests that spatial planning should be based on a rigorous analysis of the space economy, focus on achieving sustainable developmental outcomes and be fully integrated into the local development programs.

Figure 2: NSDP Principles


NSDP Assumptions
① Location is critical for the poor to exploit opportunities for growth
② The poor, concentrated around economic centres have greater opportunity to gain from economic growth
③ Areas with demonstrated economic potential provide greater protection due to greater diversity of income sources
④ Areas with demonstrated economic potential are most favourable for overcoming poverty
⑤ The poor are making rational choices about relocating to areas of opportunity
⑥ Govt needs to ensure that poor are able to benefit fully from growth and employment in these areas

Source: The Presidency

As indicated on Figure 2 above, it introduces a set of additional normative principles and maintains, inter alia, that:

- Sustained economic growth is a pre-requisite for poverty alleviation;
- Government spending should focus on localities of economic growth or with potential for economic growth; and
- Future settlement economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

Although Umtshezi Municipality is located along the N3 which is a national trade route, it is not identified as one of the national priority development nodes. However, the NSDP principles are as relevant in Umtshezi as they are in the target areas.

The implementation of the national spatial development vision is supported by a number of sector policies and programmes such as the land reform program, urban renewal, housing policy, environmental management policies, etc.

Provincial Spatial Development Vision

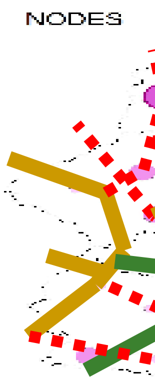
The Provincial Growth The Provincial Growth and Development Strategy was developed in the late 1990s and has since been overtaken by a number of initiatives and events. This includes the introduction of the Accellerated Shared Growth Initiative for South South (Asgi-SA) as a national development macro-economic policy and the NSDP. A process towards the introduction of a Provincial Spatial Economic Development Strategy as a Provincial translation of the NSDP suggests that there is emerging consensus that the new PGDS should rest on the following pillars:

- Increasing investment in the Province
- Skills and capacity building
- Broadening participation in the economy.
- Increasing competitiveness

The Provincial Spatial and Economic Development Strategy (PSEDS) developed as a component of the emerging PGDS identifies development corridors and nodes, and characterises these according to the dominant economic sectors. It identifies agriculture, industry, tourism and service sectors as the main drivers of the Provincial economy. It recognizes the strategic location and potential of Umtshezi Municipality, and acknowledges that the area has potential for tourism and agricultural development. It identifies Estcourt as a tertiary node (a centre which should provide service to the sub-regional economy), and two corridors linking Estcourt with other centres within the province:

- Existing corridor which is essentially the N3.
- Tourism corridor linking Estcourt with Uthungulu.

It concludes that it is imperative to ensure that these corridors and nodes are supported by an adequate and appropriate network of



services including transport, electricity, water, housing, health, education and community safety, amongst others (PSEDS, 2008:22). Given the agricultural focus of Umtshezi Municipality area, PSEDS calls for a developmental approach to the land reform program so as to prevent the loss of agricultural land and manage impact on the agricultural and tourism sectors. It also requires the municipality to consider the economic realities of the emerging farmers when developing systems and procedures for the implementation of the Municipal Property Rates Act (MPRA). It is therefore, important to clarify the role of Umtshezi Municipality generally and Estcourt in particular in the provincial space economy.

Figure 3: Provincial Nodes and Corridors

Multi-Sectoral Corridor 🟥
Tourism Corridor 🟨
Agriculture Corridor 🟩
Existing Corridor ▪ ▪

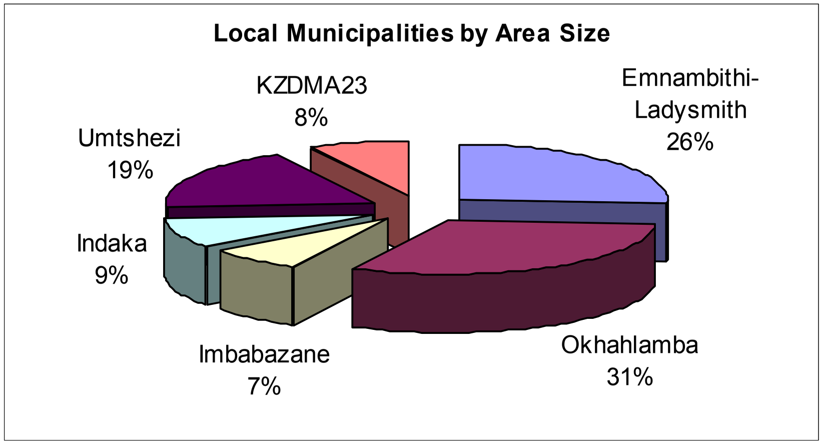
Uthukela District Spatial Development Vision

Uthukela District Municipality has developed a high level Spatial Development Framework as part of its IDP. The District SDF provides a spatial vision for the whole district and serves as a tool for coordinating spatial planning and development initiatives within the district. It has serious implications for Umtshezi Municipality.

Spatial Structure

The uThukela district is located on the western boundary of the KwaZulu-Natal province, and abuts onto the Kingdom of Lesotho and the Free State province. Neighbouring districts within KwaZulu-Natal are: DC25 (Amajuba) to the north, DC24 (Umzinyathi Municipality) to the east and DC22 (Umgungundlovu) to the south.

Figure 4: Uthukela Local Municipalities by Area



Source: DLGTA

As indicated on figure 4 below, Umtshezi Municipality accounts for at least 19% of the total district area (also refer to Map 3), and accommodates about 10% of the district population.

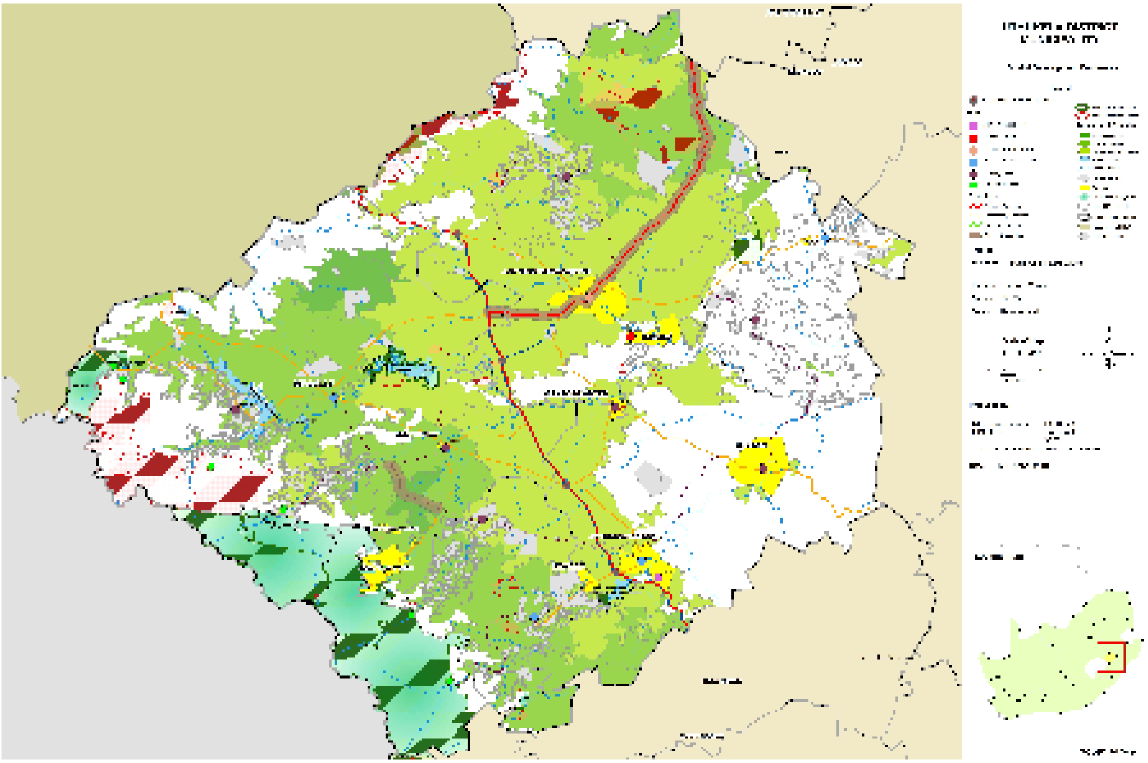
Spatial economy

In line with spatial targeting, the District SDF adopts a service centre approach and establishes a clear hierarchy of centres with Ladysmith being the primary centre or the hub. Ladysmith is the largest urban centre in the district and it has been growing in importance as the primary economic core. It is characterised by a well-developed and diversified urban economy, comprising most of the industrial activity in the district. As the administrative centre, it provides a range of higher-order services for the whole district.

Figure 5: UMDM District SDF

Ladysmith is an important transport hub, as it lies at the intersection of many secondary roads leading to the N3, the Drakensberg as well as destinations beyond the district itself. Most of the secondary and rural settlements in the district have strong functional links with Ladysmith and can, to some extent, be considered dormitory suburbs of the district's economic core. It leads the district with respect to the provision of services, having good roads, a water reticulation network, sewerage system, electricity, recreational facilities and other services.

Estcourt/Wembezi is the second largest urban area in the district. Its threshold extends beyond Umtshezi Municipal boundaries to include almost the whole of Imbabazane Municipality and portions of Okhahlamba Municipality. This document refers to this as the Greater Estcourt Functional Region.



Most notably, the economies of smaller towns have been weakening with the impact of macro-economic trends and transportation changes. The construction of the N3 that bypasses these towns has significantly reduced the amount of through-traffic. The development of direct access service centres (DASC) along the N3 has also reduced a need for motorists to get off the N3 to the urban centres such as Ladysmith and Estcourt.

In response to their declining economic base, some of the secondary urban settlements have begun to expand their roles in tourism. Local-scale, lower-order goods and services are supplied at smaller towns throughout the district. Towns along the tourism routes provide for some of the commercial needs of tourists.

An increasing number of rural households have begun to move towards urban centres in search of basic infrastructure, social services and economic opportunities, and as a result towns are experiencing urbanisation on their peripheries (eg, Mimosadale in Estcourt). Thus, smaller towns primarily function as rural service centres. However, the reduced economic base and increasing population pressure has begun to place severe strains on the financial resources of the towns.

These centres are linked together by a network of regional and district roads with the N3 and N11 (alternative route from the N3 to Gauteng and Mpumalanga) being the main development corridors. Secondary corridors or major internal link routes with serious implications for Umtshezi Municipality include the following:

- R33 which runs parallel to the N3 from north of Estcourt to Mooi River and beyond.
- P29 from Estcourt through Wembezi to Ntabamhlophe in Imbabazane and Giants Castle.

- P11 linking Bergville to the west through Winterton and Ladysmith to the north through Colenso.
- P13 from Estcourt to Weenen and eventually the north coast.

The majority of these also serve as tourist routes in addition to being regional link and access roads.

Other key district spatial features which influence spatial planning and development in Umtshezi Municipality include the following:

- The Drakensberg forms the south-western boundary of the district and is one of the most prominent and influential natural features. In fact, it one of the prime tourist destinations provincially and nationally. Umtshezi Municipality is located at the foothills of the Drakensburg.
- The numerous protected areas in the district are important natural features. KZN Wildlife is responsible for administering several nature reserves (including uKhahlamba-Drakensberg Park, Spioenkop Nature Reserve and Weenen Nature Reserve).
- Extensive commercial farming in the northern, central and south and south-western areas of the district. Crop farming, however, is restricted by low rainfall patterns primarily in the central areas of the district, but pockets of more intensive land use are found where irrigation can occur. Nearly 90% of Umtshezi Municipality is commercial agricultural land.
- While development patterns are often influenced by transportation routes, it is important to note that many of the rural settlements are somewhat removed from the major roads, and improving accessibility and facilitating functional integration are thus important spatial challenges.

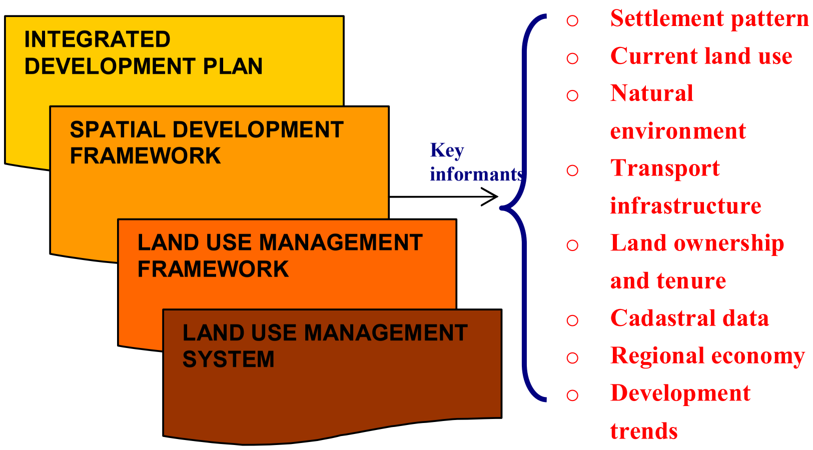
The settlement pattern and spatial planning in the district has been determined to a large extent by apartheid policies, which prohibited African households from undergoing natural processes of urbanisation. It resulted in the development of settlements in rural areas with few infrastructural services or community facilities and a very limited economic base, often at some distance from larger urban centres and employment opportunities.

IDP, SDF and LUMS

The current and emerging legislation governing the implementation of LUMS imply that it is possible to develop land use schemes directly from the Spatial Development Frameworks prepared as part of the IDP. However, this cannot be achieved unless the SDF is sufficiently detailed and provides an indication of the manner in which land uses are currently organised in space, and provides guidance in terms of the future location of different land uses.

Umtshezi Municipality SDF is structured so as to provide for a strategic link between the IDP and site specific land use management system. The following are major components of the SDF:

Figure 6: Linkage between the IDP, SDF and LUMS



- ○ A refined Spatial Development Framework, which essentially is a spatial imprint of the development vision and strategies.
- ○ Land Use Management Framework, which refers to a guide for the future location of different land uses and identification of areas that are experiencing development pressure and requires, detailed level of controls.
- ○ Management overlays, which provides for the recognition of other factors in land use decision-making.
- ○ Nodal frameworks

Implications for Umtshezi SDF

The strategic focus of these policies and development intents is motivated by a number of concerns, the precise mix of which is determined by particular social, economic and political contexts of different times. In the context of Umtshezi Municipality, these concerns include the following:

- ○ Environmental concerns: uncontrolled development of land can have adverse effects on natural habitats, cultural landscapes and air and water quality.
- ○ Health and safety concerns: uncontrolled development can lead to overcrowding and unsafe building construction. Certain land uses can also be detrimental to the health and safety of neighbours.
- ○ Efficiency of infrastructure provision and traffic management: Where infrastructure is provided, generally at high financial cost, without taking into account likely and relevant land-use and settlement patterns the opportunity costs to society are very high.
- ○ Aesthetic concerns: the control of land development enables government to prescribe certain design parameters for buildings and areas/space.
- ○ Investment promotion: strategic planning is often seen as a prerequisite for attracting certain types of investment to targeted areas. These strategies are likely to be linked to local economic development initiatives.

These policies introduce a set of principles that are intended to influence the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of these principles is to achieve planning outcomes that:

- restructure spatially inefficient settlements;
- promote sustainable development and use of natural resources;
- channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; and
- stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land.

Although municipalities are responsible for spatial planning at a local level, the desired or ideal spatial and economic system can only be achieved if local government works in tandem with the relevant organs of state and civil society. This emphasises the importance of public participation and cooperative governance.

To this end, spatial planning in Umtshezi should address the local interests and be managed in accordance with the universal development principles. It should also:

- generate a wide range of economic development opportunities and necessary support systems;
- enable the members of the public to conduct their daily activities quickly, easily and cost effectively;
- provide a choice of living environments along a continuum from conditions of intense public environments to conditions of great privacy; and
- promote equitable access to opportunities.

The need to address environmental issues as part of spatial planning has become critical. At a strategic level, this involves a detailed assessment of such issues and preparation of appropriate strategies for achieving environmentally friendly and sustainable development. As such, spatial planning in Umtshezi Municipality should be in line with the requirements of legislation such as the National Environmental Management Act (NEMA) is critical in this regard.

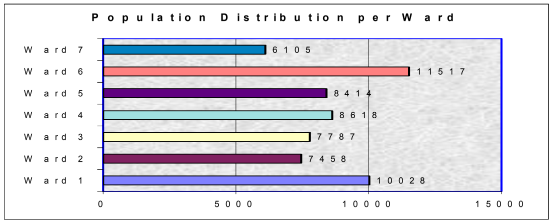
SPATIAL ANALYSIS

Umtshezi Spatial Development Framework is a forward looking document that seeks to achieve spatial transformation while also unlocking development potential. It moves from the premise that a desired future spatial situation requires a detailed understanding of the internal and external spatial development influences.

Demographic Profile

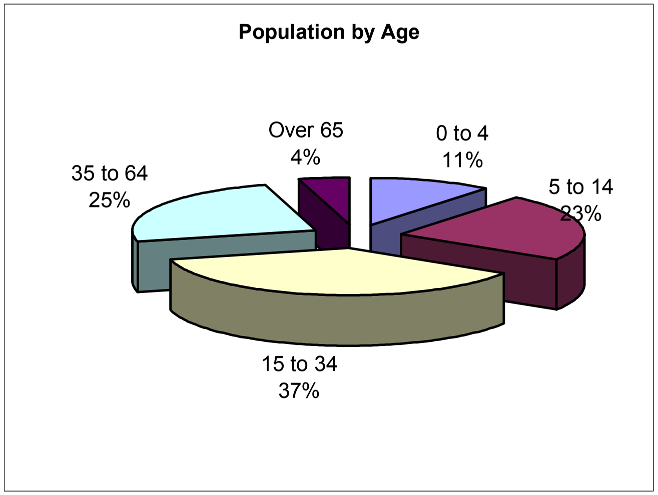
Although the SDF has a clear spatial focus, it is critically important to locate it within the broader development profile of the municipality. Essentially, this refers to a broad overview of the demographic, social and economic trends, opportunities and challenges.

Figure 7: Population Distribution by Wards



Umtshezi Municipality population is estimated at 59 822 individuals or 13 965 households. This marks an increase of about 4.7% from the situation in 1996. The majority of the population is African constituting 83.7% of the total population. The minority racial groups constitute 16.28% of the total. Map 4 indicates population distribution per small area layer.

Figure 8: Population by Age



Population growth is expected to continue to grow albeit at a much slower rate compared to the last census decade. Areas such as Wembezi and Estcourt are likely to attract most of the population growth due to their strategic location.

The IDP notes the potential impact of HIV and AIDS on the population and development within the municipal area generally. It thus introduces strategies and programs to mainstream HIV and AIDS in all municipal development initiatives. The SDF deals with population dynamics by means of introducing a tool for monitoring development focus areas, relatively high population concentration areas and development pressure areas. It notes the impact of urbanisation processes and its implications for the allocation of space for development.

Development Profile

Socio-Economic Profile

A review of the socio-economic profile as presented in the IDP and the draft Housing Sector Plan indicates the following as key characteristics of Umtshezi population:

- The majority of the population can be considered functionally illiterate as 70.5% of the population has a primary education and 18.8% % have not been to school.
- Of the 13 961 households 3 777, representing 27 % of households have no income. This correlates with the high levels of unemployment that stands at 33%.
- Very few individuals have an income above R3 500 to enable them to provide their own shelter. Clearly the majority of the municipal population will depend on state support for shelter and other basic services. Statistics reveal that 27% of the households are surviving on less than R12 a day.
- Approximately 10% of the total working force in the municipality is skilled. Only 18.3% of the workforce is professional. Trade and craft constitute 10% of the workforce. Wholesale and retail trade employs 1 857 (4.9%) while electricity, gas and water supply employ 4.2% of the population. While agriculture is considered a key economic sector, statistics reveal that the sector employs 2.4% of the economically active population.

Using household income, employment profile and employment by sector, it is strikingly clear that Umtshezi Municipality has a relatively high rate of unemployment, is dominated by low income households and the majority of those who are employed are involved in elementary sectors. Agriculture, which is essentially a dominant land use accounts for a small number of existing jobs. It follows that the majority of the unemployed are in areas with high population concentration

Access to Basic Services

Access to basic services is a reliable measure of the standard of living and level of poverty. Review of the IDP, WASDP and Housing Sector Plan reveals the following situation:

- Umtshezi Municipality enjoys a relatively good road network with the majority of roads being in a good condition. The situation is however, different in the settlement areas, portions of Wembezi and almost the whole of Weenen
- 8233 households use electricity for lighting. Only 4557 use candles for the same purpose.
- Weekly municipal refuse removal is provided in urban centres only. There is a need to develop a strategy for dealing with waste removal in rural areas.
- 2995 households do not have access to sanitation facilities. It is believed that the bucket system has been successfully eradicated.
- While almost all urban based households have access to water within RDP standards, provision of water to the rural communities remain a major challenge.

Generally, Umtshezi is well provided with basic services. However, the growth of peri-urban settlements outside Estcourt has led to an increase in the number of poorly serviced households. These settlements, particularly Emabhanoyini and Rensburg Drift are increasing at a fast rate.

Settlement Pattern

Population Density

As indicated on Map 5, population density is generally low with most of the urban centres and major rural settlements having between 80 and 285 households per km^2. However, pockets of relatively higher density settlements with households ranging between 285 and 614 households per km^2 have developed in the outskirts of Wembezi and Estcourt. Unless growth and spread of these settlements is controlled, they are likely to degenerate into slums.

Population Distribution

Although Umtshezi municipality is predominantly rural in character, the majority of the population resides in urban areas and per-urban settlements. Development intensity in terms of the number of households is acute in the urban areas of Estcourt and Wembezi. While each of these areas has experienced limited development over the last few years, expansive peri-urban settlements have developed in the outskirts of each of these areas. Some of these have been formalised as part of the housing delivery program of the municipality.

The majority of the housing projects have focused around Estcourt and Wembezi. Weenen has also attracted a fair amount of population increase. As indicated on map…a large number of households is scattered throughout commercial farmlands. This includes labour tenants and farm dwellers.

Spatial Structure

Spatial structure of Umtshezi Municipality has been highly influenced by apartheid spatial planning policies, demarcation of municipal boundaries and reflects a highly fragmented pattern with the following features:

- The municipal boundaries were established using the criteria outlined in the Municipal Demarcation Act which includes economic functionality, settlement pattern, population movement pattern, etc. As such, Estcourt is the main economic hub and a primary service centre within the municipal area.
- Wembezi Township located about 25km outside of Estcourt has historical links with Estcourt having been developed as part of the economic system of Estcourt. Wembezi remains nothing more than another dormitory suburb of Estcourt.
- Weenen which developed as an agricultural town serving the surrounding farming community. Although this area enjoys good access and connectivity by road, it faces a number of challenges including urban decay, changes in the commercial agricultural sector and poor maintenance of infrastructure. The role of this town should be redefined in the context of the changes taking place around it.
- With the demise of the apartheid regime and repulsion of influx control legislation, a number of dense peri-urban settlements have developed outside Estcourt and Wembezi. These include

Mimosadale, Kwa C and Rensburg Drift. Population in these areas continue to swell establishing a need to contain and direct their development.

- Relatively dense rural settlements which previously served black spots supplying labour to the commercial farmlands. These settlements have grown as a result of forced removals, land redistribution program and
- A large number of households are spread unevenly in space through the commercial farmlands. These include farm dwellers and labour tenants.
- These areas are connected together by a relatively road network.

Typical of apartheid regional planning, movement from these settlements is towards Estcourt and Weenen which are both located within former white areas. This creates a sense of dependence, and subjects the poor to high transport costs and long trips. This has serious effects on the productivity of those who commute on daily basis between the urban centres and their rural residential areas. A hierarchy of centres has developed with Estcourt being the economic hub. Estcourt accounts for a major part of the municipal economy and has retained its sub-regional importance in the face of economic recession. The same cannot be said about Weenen which has declined in significance, and primarily function as a secondary centre.

Current Land Use

Current land use pattern has evolved in response to the settlement pattern, the natural environment and regional access routes. The following broad land use categories are found in Umtshezi Municipality:

- Urban nodes are Estcourt, Wembezi and Weenen. Each of these plays a different role in the space economy. While Estcourt is the major commercial node, Wembezi is essentially a dormitory suburb. Weenen is a declining rural town.
- A sizeable portion of the municipal area comprises commercial agricultural areas. There are extensive and intensive farming activities throughout this area. They include crop production (primarily in irrigated areas), game farming, limited forestry and livestock farming.
- While there are no proclaimed Traditional Authority Areas within Umtshezi, there are several areas of dense rural settlement. They include settlements such as Frere, Chiveley, Cornfields and Thembalihle. The latter is settled by members of Mabaso traditional council.
- Conservation areas include nature reserves (namely the Weenen, Wagendrift and Moor Park Nature Reserves), game farms and heritage sites.
- A number of farms which were previously used for livestock farming have now been converted into game farms and are developed with tourism infrastructure.

Land Ownership and Use Control

Land Ownership Pattern

Land ownership in the municipal area can be categorized as follows:

- There are numerous parcels of state land located throughout the municipal area. They include the land parcels upon which various facilities have been constructed, for example, government and municipal offices, police stations, schools, clinics and utilities (such as water works and sewerage treatment works). Small portions of agricultural stateland are found near Ennersdale.
- The predominant form of land ownership in the municipal area is privately-owned land. However, this is likely to change as more land is increasing registered in the name of groups as a result of the land reform program. Huge tracks of land will fall under communal land as defined in the Communal land Rights Act (CLaRA).
- Major servitudes relating, *inter alia*, to uThukela Water's bulk water supply pipelines and Eskom powerlines.

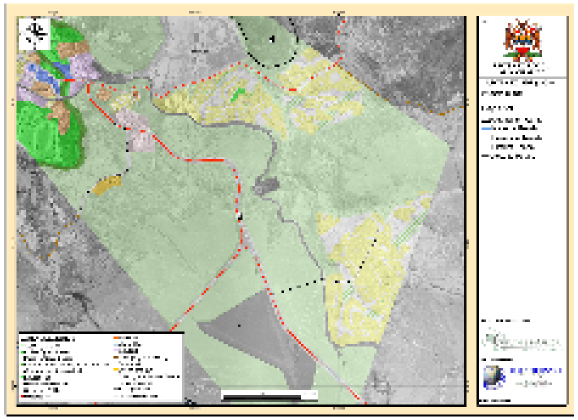
It is noted that the municipality is to commence a "land audit" project in due course. The project will entail the establishment of a comprehensive GIS database (listing, *inter alia*, all registered erfs, their extent, ownership, current use and zoning), which will form the basis for a Valuation Roll covering the entire municipal area.

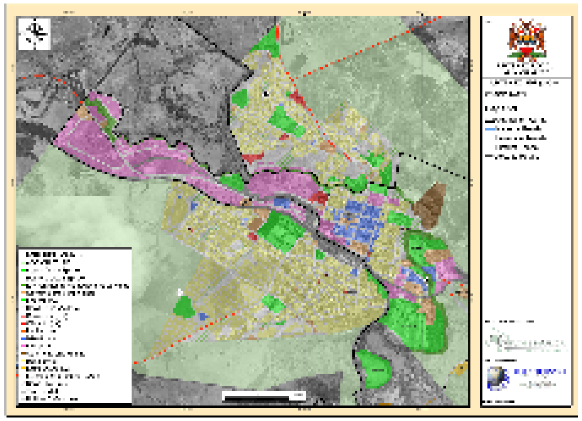
Land Use Control

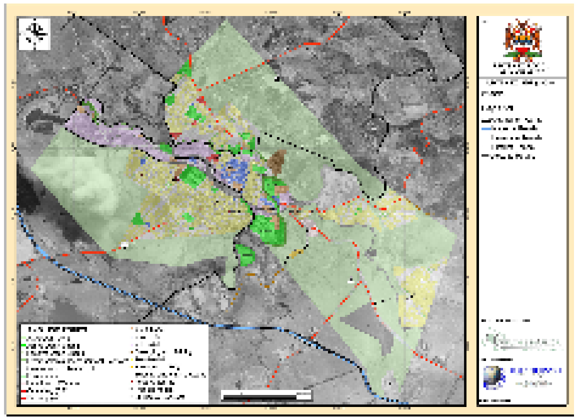
Umtshezi Municipality has developed a wall-to-wall Land Use Management Systems (LUMS). However, only the Estcourt and Weenen Town Planning Schemes (TPS) are currently being implemented.

These TPSs were introduced in terms of the Natal Town Planning Ordinance, No. 27 of 1949. Last reviewed in 1996, the TPS comprises a TPS Map and a set of TPS Clauses. The existing TPS provides for a substantial number of zones and reservations and is accordingly a Complex Scheme.

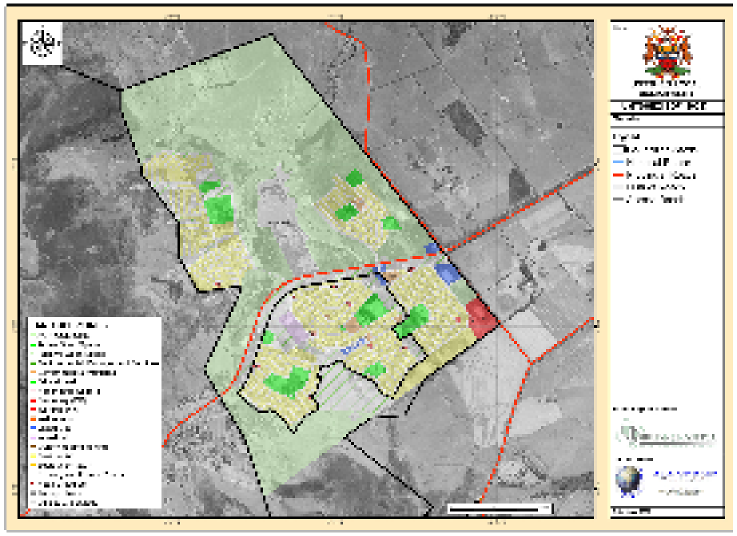
Development in Wembezi is administered in terms of KwaZulu-Land Affairs Act with the layout plan doubling as both a land use plan and a land use scheme.







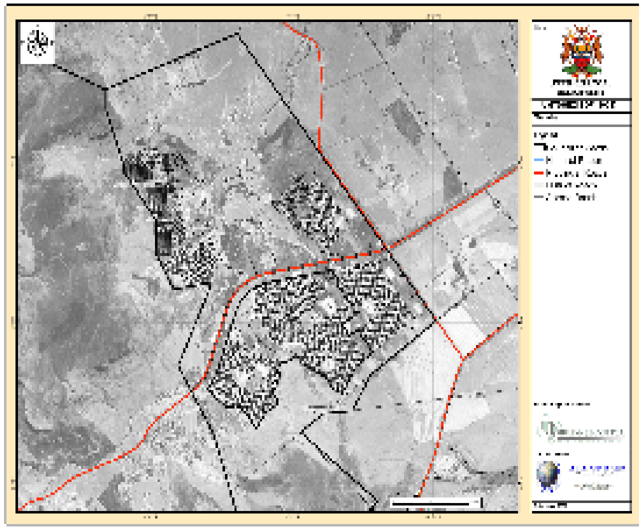
entrated mainly to the west of the CBD and is used to separate the former Coloured
e CBD. This introduces a challenge to transform the area into a mixed land use



The areas of

The key challenge in Wembezi is to transform the area from being a dormitory suburb into a sustainable human settlement that provides for the social and economic development needs of the local people. It can also provide service to surrounding communities and tourist.

rural



Umtshezi are currently managed in terms of various pieces of legislation, including the following:

- the Town Planning Ordinance No. 27 of 1949 (applicable to former Natal areas);
- the Development Facilitation Act, No. 67 of 1995; and
- the Less Formal Township Establishment Act, No. 113 of 1991.

These laws are administered by the Department of Local Government and Traditional Affairs, KwaZulu-Natal Provincial Administration. Housing projects are formalised in terms of the DFA and LFTEA. The LUMS document introduces land use schemes for each of the areas albeit different levels of detail.

According to PPDC records, a total of 136 Scheme amendments have been initiated since the Scheme was originally adopted. As it is the only current, legally adopted Scheme it has been a key informant in the LUMS establishment process, particularly in respect of the Urban Scheme.

The municipality has recently completed the first phase of the Land Use Management System (LUMS) as an attempt to develop and introduce a uniform land use management system. However, it will need to be updated to take into account the recommendations of the SDF and availability of updated cadastral information. The latter is being generated as part of the development of systems and procedures for the implementation of the MPRA.

Economic

Tourism

It is difficult to obtain local statistics for tourism in the Umtshezi municipality. However, tourism is one of the sectors that have contributed to the economy of Umtshezi both directly and indirectly. There are surrounding tourism activities that have major influence on the tourism sector of Umtshezi. The main tourist destinations in the area include:

- The Midlands meander, which is an arts and crafts route around the Pietermaritzburg, Hilton and Howick and Mooi River.
- Drakensberg Resorts which is a National Heritage Site. The Drakensberg Mountain Range is a well-established holiday destination for local tourists.
- Thukela Biosphere Reserve and Weenen Nature Reserve. These areas focus on eco-tourism.
- Battlefields Route – This route encompasses a number of towns in the region in which historic battles took place. Along the route, events are planned which include re-enactments of battles.
- Bushmans Experience– This route starts in Estcourt/ Wembezi and is designed to capture tourists visiting the above destinations, as well as to create a local Umtshezi tourist destination.

There is an existing Tourism Association in Umtshezi, which has a membership of 85% of the Bed and Breakfast establishment in the area (KZN Tourism Brochure).

Commerce and Industry

Estcourt is the only major commercial and industrial centre within Umtshezi Municipality. It is a hub of commercial activity developed with many chain retail stores as well as local businesses. It serves as a sub-regional commercial centre with a threshold that transcends the municipal boundaries to include areas such as Ntabamhlophe and Loskop located in Imbabazane Municipality. Although Estcourt has not experienced substantial investment in the commercial sector over the last few years, it offers huge opportunities for further commercial development and linkages of this sector to the tourism industry.

Existing industrial activities are highly involved in the processing of agricultural products, particularly dairy, meet production, maize milling and wood products. Again, Estcourt has potential to develop as a regional agr-processing zone with a district wide influence. It is strategically located in relation to provincial and national transportation routes.

Limited commercial activities occur in Weenen and in Wembezi. The bulk of the economic activities are in a form of general dealer stores, taverns and tuck shops, which cater for the needs of local residents. The significance of Weenen as a commercial centre has declined as a result of changes in the agricultural sector and growth of Tugela Ferry in Msinga.

Agricultural Potential

The agricultural potential of Umtshezi varies with the different rainfall, soil, climate and topographical condition in the area. The five distinct Bioresource identified by the Department of Agriculture and Environmental Affairs have a major impact on agricultural practices and potential. The area of Umtshezi is of marginal value for crops, unless irrigated. The good water resources in the area create a high potential for irrigation.

Agricultural potential within Umtshezi Municipality falls into six of the eight potential ratings namely: good, relatively good, moderate, restricted, low, poor, and very poor agricultural potential areas (refer to Map 6). These are described as follows:

- Good agricultural potential areas: Areas of agricultural potential within Umtshezi Municipality which are classified as good are limited of the six agricultural potential zones. These areas occur at the southern part of municipality. Good agricultural land occupies an estimated 2% of the municipality.
- Relatively good agricultural potential areas: Land of relatively good agricultural potential is quite extensive in municipality. Areas of relatively good agricultural potential occur along the western boundary of the municipality and also at the northern tip of the municipality. Relatively good agricultural land occupies an estimated 16% of the municipality.
- Moderately good agricultural potential: Land that is of moderate agricultural potential is located in the central parts of the municipality between the areas encompassed by southwest of Estcourt, east of Frere, northeast of Colenso and west of Weenen. A very small area of this land type also occurs along the western boundary of the municipality. Moderately good agricultural land occupies an estimated 25% of the municipality. Jane

- ○ Low and poor agricultural potential: The rest of the area which covers an estimated 56% of the municipality is covered by land considered to be low to poor agricultural potential land. These areas occur mainly at the western half of the municipality.
- ○ Agricultural Potential for Planning Purposes: The quantity and distribution of water resources in Umtshezi Municipality is very good although rainfall is erratic and soils are poor. It is estimated that close to 60% of land in the municipality has limited agricultural productivity. Thus in terms of economic land use, agriculture is not a suitable development option for economic development in the Municipality. Since majority of the people in this municipality depend on crop cultivation an area of focus for the municipality is to strengthen subsistence farming at the household level.

The best areas for irrigation are in the valleys of the Bushmans and Little Bushmans Rivers and the area of the Wagendrift Dam. Agricultural potential is greatest in the eastern sections along the Little Tugela River, declining to the west. Commercial farming is taking place in the eastern sections and non-commercial farming occurs in the vicinity of Weenen. The irrigated small holdings located almost around Weenen town accounts for the relatively good potential land in this area. High potential agricultural land is located to the south west of the area along Bushmans River.

Social Infrastructure

Equitable access to social facilities such as to schools, clinics and police stations is an important indicator of the quality of life. Although, the majority part of Umtshezi Municipality fell within the former Natal, the area has suffered from decades of neglect in terms of the delivery of social facilities. As such, the need to address this issue is identified in the IDP as one of the key challenges facing the municipality. Understanding the spatial distribution of these facilities and the identification of gaps is a critical aspect of the SDF (refer to Map 7).

Education

Spatial distribution of education facilities in relation to the population density reveals that some areas are not well provided with education facilities. This is based on the application of a standard of 1200 households per secondary school and 600 households per primary school. Areas that require urgent attention include Frere, Rensburg Drift, Cornfields and Thembalihle. In some instances, the settlement does not have sufficient threshold to warrant a school. This situation accounts for a high rate of school drop out and the associated functional illiteracy. This affects mainly the farm dweller households that are located in deep commercial farmlands.

Health

An analysis of the spatial distribution of health facilities reveals the same pattern as that of education facilities. Areas such as Wembezi, and Weenen each have one clinic yet they provide service to large areas with households in excess of the norm of 6000 households per clinic or a clinic within a 5km radius from each household. Thembalihle, Rensburg Drift and Frere do not have stationery clinics. The rate of population growth in these areas emphasises a need for these facilities in these areas.

Health facilities in Umtshezi are as follows:

- Estcourt Hospital which is a district hospital servicing areas beyond the municipal boundaries.
- 5 clinics located in Wembezi, Estcourt (2), Weenen and Cornfields.
- Emergency rescue services (EMRS) found in Estcourt.

As with education facilities, an increase in density in some settlements increases service backlogs and forces people to walk travel long distances so as to access health facilities.

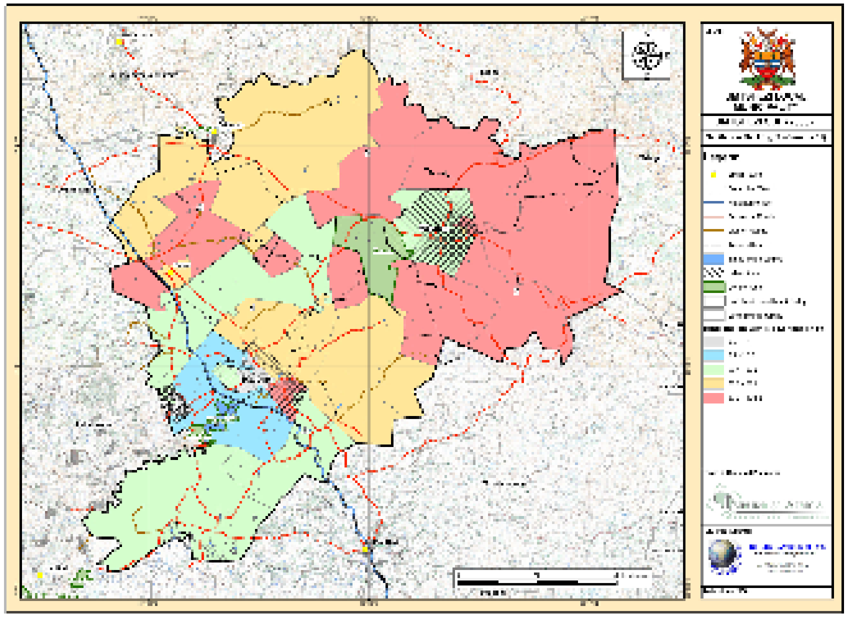
Police Stations

Umtshezi Municipality is generally well provided with police stations as each of the three major population concentration areas is developed with a police station. Information pertaining to the location of crime scenes could not be obtained. Therefore it is difficult to establish the spatial pattern of crime in the area. Although the IDP indicates that crime levels have generally declined, it emphasises the need to improve security and safety at a community level, and general access to such facilities.

Physical Infrastructure

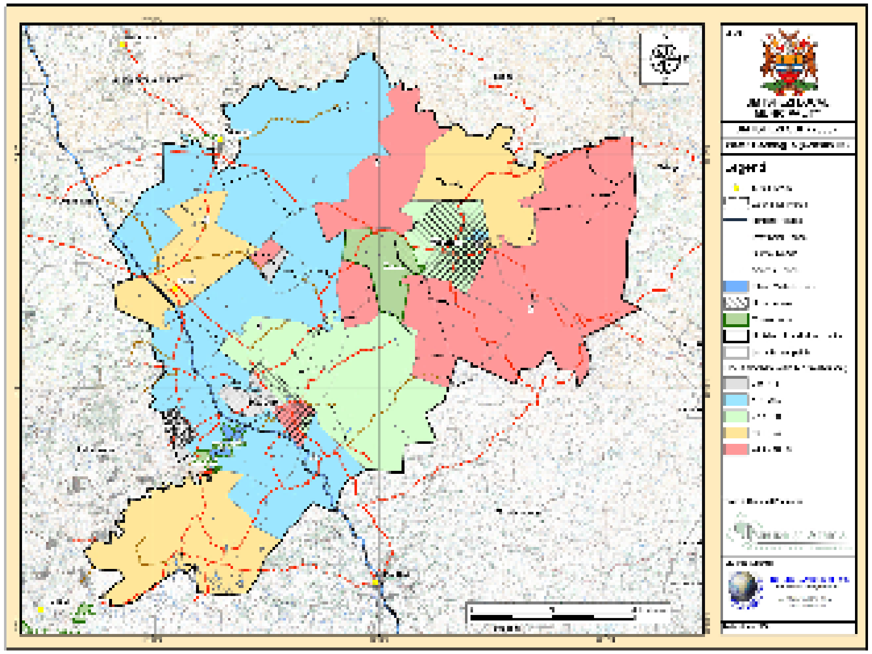
Water

Households without water are largely concentrated around Weenen, particularly ward 5 and 7. A large peri-urban settlement (Momosadale) located to the south of Estcourt is also experiencing serious water backlog.



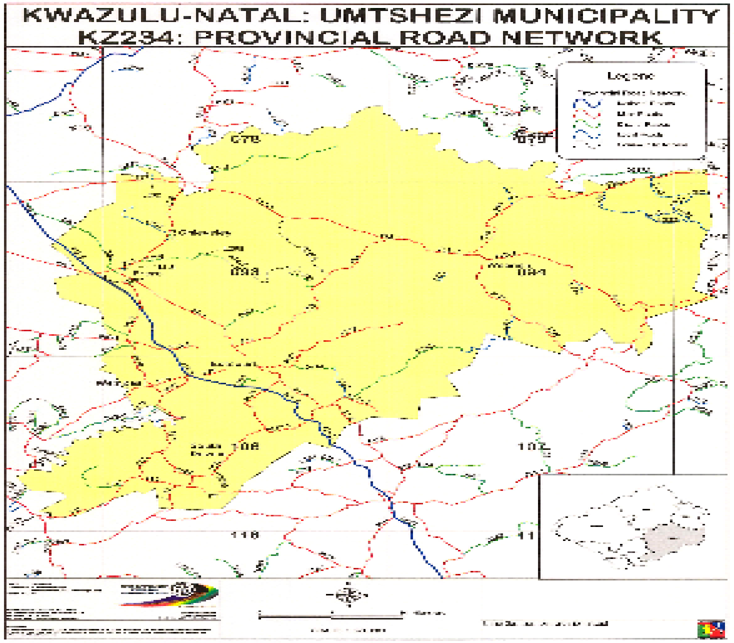
Sanitation

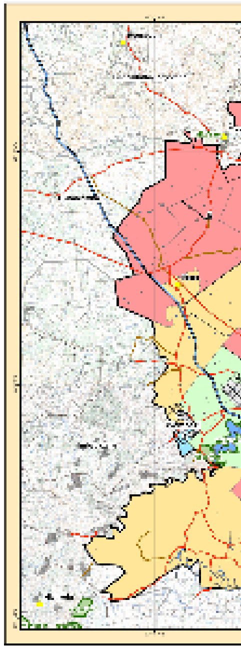
The geography of sanitation backlogs largely co-insides with the water backlogs suffice except that there seems to be more areas without sanitation compared to water. Again the majority of people without access to proper sanitation are found in wards 5 and 7. Cornfields and Mimosadale are also poorly developed with sanitation facilities.



Electricity

Access to electricity, particularly outside of the urban centres remains one of the major development challenges facing Umtshezi Municipality. The majority of the per-urban settlements are also poor supplied with electricity. Information indicating electricity infrastructure could not be obtained as it is deemed strategic information by ESKOM.


KWAZULU-NATAL: UMTSHEZI MUNICIPALITY
KZ234: PROVINCIAL ROAD NETWORK
Legend



Roads

The Municipality is strategically located in relation to national, provincial and regional routes. Major connector roads within the municipal area include the following:

- ○ N3 which is a national corridor.
- ○ P1-8 which runs parallel to the N3
- ○ P12 to Weenen and beyond.
- ○ P29 to Giant Castle.

There is a need to maximize on development opportunities along key routes within the municipality linking markets, places and people.

Environment

The natural environmental resources and endowments are the pivots around which development revolves. Human intervention plays a critical role in the sustainability or depletion of these resources. Thus the ability of the natural environment to supply raw materials for production on a sustainable basis depends on the management principles and the instruments available for the management of these resources. In the case of Umtshezi Municipality where natural resources play a significant role in the socio-economic lives of the inhabitants, knowledge of the available natural resources, and development of appropriate management measures for these resources, are key components to planning a Spatial Development Framework for the Municipality.

This portion of the SDF report addresses issues relating to the natural environment within the Umtshezi Municipality. It identifies available natural resources, sensitive environments that require particular management attention, and defines the limitations and potentials of the Municipality in terms of its environmental resources.

Catchments

Umtshezi Municipality is a major contributor to the provinces water supply and play a major role in the agricultural and industrial sectors of the economy in KZN. Three of the rivers in the province flow through the municipality area, namely (refer to Map 8):

- Boesman River,
- Bloukrans River,
- Sikhehlenga River, and
- Uthukela River

The quality and quantity of water emerging from the municipality largely depends on land use and land management practices in the municipality. Since impacts on natural river systems at any given point is propagated over long distances beyond the point of impact, care needs to be taken to protect the rivers and wetlands in the municipality from undue pollution.

Thus in order to protect rivers, there is the need to investigate and establish the 1:100 year floodline for all major rivers in the municipality. It is also necessary to investigate and delineate suitable buffers for the wetlands in the municipality.

Areas of Important Biodiversity

The Umtshezi Municipality is rich in biodiversity. As can be seen from Map 9, the western and southern portions of the municipality are particularly high in species diversity and habitats. The eastern parts in particular and portions of the central areas of the municipality have intermediate sensitivity to species diversity. In the central parts and areas centrally placed towards the north, species diversity and communities tend to be irregular with some areas having intermediate sensitivity and others having low sensitivity.

South Africa has ratified the International Convention on Biological Diversity, which commits the country, including KwaZulu-Natal, to develop and implement a strategy for the conservation, sustainable use and equitable sharing of the benefits of biodiversity. In the Province of KwaZulu Natal, Ezemvelo KZN Wildlife is the authority responsible for planning and management of biodiversity conservation. As a means of complying with the requirements of the Convention on Biological Diversity, KZN Wildlife has developed management tools to manage the biodiversity resources in the province.

One of the tools of the conservation planning analysis (C-Plan) is an irreplaceability map of the province of KwaZulu-Natal. This map is divided into 2 by 2 km grid cells called ‘planning units’. Each cell has associated with it an ‘Irreplaceability Value’ which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning units ability to meet set ‘targets’ for selected biodiversity ‘features’. The irreplaceability value is scaled between 0 and 1.

- ***Irreplaceability value – 0***. Where a planning unit has an irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.
- ***Irreplaceability value – 1.*** These planning units are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets. (Developments in these areas **definitely** require EIA for which, and depending on the nature of the proposal, an authorisation is unlikely to be granted).
- ***Irreplaceability value > 0 but < 1.*** Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternative choices). If the value is low, then many options are available for meeting the biodiversity targets. (EIA required and depending on the nature of the proposed development, permission could be granted).

The C-Plan is used to develop a minimum sets of biodiversity required (Minset) to meet biodiversity conservation targets. Minset output map shows areas that are already protected, ‘Mandatory Reserves’ and ‘Negotiable Reserves’. Mandatory reserves are those areas that appear as totally irreplaceable on the irreplaceability map, since there are no other alternatives for achieving the conservation targets. Areas identified as negotiated reserves are the areas that the Minset function returns as the most efficient for achieving targets and constraints. However there are alternatives to achieving the targets and constraints but with less efficiency, and hence the designation of this area is still negotiable.

Majority of the municipality is accorded very low irriplaceability values. Areas considered as initially excluded (not required in Map 9) correspond with those areas of low irriplaceability values. This implies that development planning in these areas is not likely to infringe significantly on biodiversity conservation issues. However, care needs to be taken in planning infrastructure in particular and developments that are likely to take up large extends of land in areas that are labelled as negotiated reserves especially in areas around Weenen and north east of Colenso (Map 9). Development in such areas should involve low key developments and planning processes should involve KZN Wildlife at the conception stage of the planning process.

Areas labelled as Mandatory Reserve located at the southern tip of the municipality is considered as important for biodiversity conservation. These areas would definitely be expected to be conserved by KZN Wildlife. It is recommended that areas labelled as Mandatory Reserved by included as part of passive open spaces in the municipality. There is a centrally located protected area west of Weenen town. This area is a legally protected area which is not available for development or any land use changes except by consent from the relevant authorities.

It is recommended that protected areas and mandatory reserves should be included in passive open systems. Negotiated reserves should be zoned as limited development areas where all developments involving new open spaces should be undertaken under the guidance of an EIA. A broad environmental assessment report is attached herewith as Annexure A.

Slope/Topography

Umtshezi Municipality is characterised by generally three topographical regions (refer to Map 10). Areas above the escarpment located mainly to the west of Estcourt town, are generally flat and suitable for crop production and extensive grazing. Areas with undulating terrain are located mainly along the southern and northern boundaries. They are dominated by thorn bush and characterised by erodible soils. Areas such as Weenen valley are located within low lying regions.

Land Cover

Vegetation in the Umtshezi Municipality is generally characterized by three main vegetation types (refer to Map 11). These main vegetation types are the Thukela Thornveld, the Thukela Valley Bushveld, and Dry Highland Sourveld.

According to the vegetation analysis data of KZN Wildlife, the Thukela Thornveld and Thukela Valley Bushveld are both endemic to KZN. This implies that these vegetation types are found only in the KwaZulu Natal Province. Furthermore, the vegetation types are either threatened or vulnerable.

The implication of this vegetation character of the Umtshezi Municipality implies that, developments in the entire municipality need to be carefully planned so that vegetation removal or destruction is kept to a bare minimum.

Conservation

Weenen Nature Reserve

The nature reserve offers a number of attractions including the following:

- ○ Game viewing
- ○ Hide and waterhole
- ○ Vulture feedings site
- ○ Self guided trails
- ○ Picnic sites

The main attraction of the Weenen Nature Reserve is its game. There is 30 km of roads in the reserve which is open to tourism and enables visitors to view a wide variety of games and veld types. The nature reserve is home to a variety of animals, including black and white rhino, which had to be reintroduced to the reserve. Over 250 species of birds have recovered in the reserve. Various types of accommodation facilities are available in the reserve. These include campsites, cottages (chalets) and caravan parks.

New Formosa Nature Reserve

This small nature reserve is located to the west of the R102 as it leaves Estcourt to the South. Facilities at this reserve are limited, although the reserve has a number of nature trails.

Wagendrift Nature Reserve

This nature reserve is located between Wembezi and Estcourt. It includes the Wagendrift Dam and covers an area of approximately 728ha. Although it is developed with arrange of tourist facilities such as boating, fishing and limited overnight accommodation, it presents huge opportunities for leisure and eco-tourism related developments.

The Thukela Biosphere

The Thukela Biosphere was initiated as a community organization that had the aim of improving the quality of life for the people of the Weenen area, is the oldest biosphere reserve in South Africa. It sought to achieve its objectives by means of a joint management of the land in a sustainable manner. The biosphere has slowly been developing a model for the sustainable use of resources that bring benefits to the private sector and local communities alike. The affected area is divided into three zones as follows:

- The Conservation Zone which limits land use to conservation uses only. This zone includes the 5000 hectare Weenen Nature reserve which forms the core area of the biosphere along with other privately owned land.
- The buffer zone consists of about 58000 hectares of privately owned valley bushveld, and as the name suggest forms a buffer between the core areas and the transition zone. Land in the buffer zone is used for activities such as game farming, the use of indigenous animals and plants and eco-tourism.
- The transition zones include all areas of settlement and agricultural activity. This zone is characterized by social and engineering infrastructure, human settlement and activities

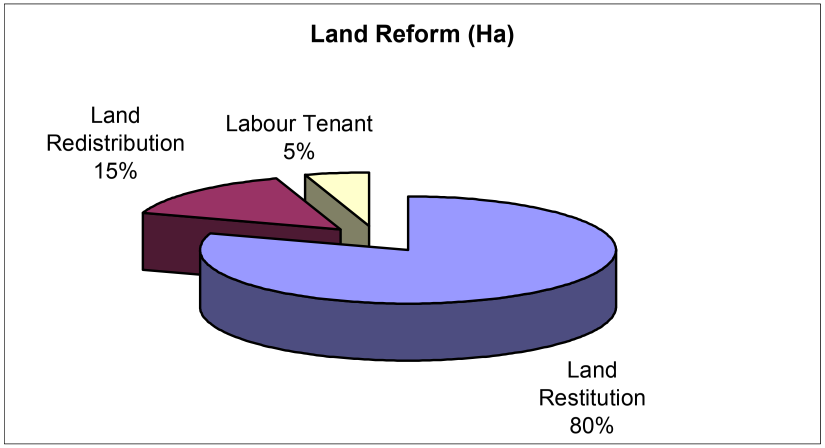
However, the idea of a biosphere seems to have been overtaken be events including the implementation of the land reform program and the proposed Ngongola Game Reserve. Nevertheless, it remains a plausible option for sustainable natural resource management and development.

Land Reform

The implementation of the land reform program in Mtshezi Municipality has progressed very slowly. The area is characterised by a relatively large number of complex and overlapping labour tenant claims and land restitution claims. As indicated on figure 9 below, the land redistribution program has delivered just more than 21000ha while the land restitution is hovering at about 114934ha. Labour tenant program has delivered about 7000ha. Map 12 depicts the spatial implications of the land reform program in Umtshezi Municipality.

Despite a slow progress, the program has generated a large number of projects. This could be ascribed to the historical land dispossession that took place in the area during the apartheid period; the labour tenancy practise and land need as experienced by various previously disadvantaged communities in the area. It is important for the municipality to monitor this program given its potentially serious implications for the implementation of the Municipal Property Rates Act (MPRA).

Figure 9: Land Reform



The majority of the land reform projects are located to the north of Estcourt and involves land ranging from low moderate to very low agricultural potential.

Land Redistribution

Land redistribution was first introduced in uMtshezi Municipality in the early 1990s as part of the Land Reform Pilot Program. The early approach to this program was based on Settlement and Land Acquisition Grant (SLAG) and gave rise to projects involving a large number of households and relatively small areas (eg Cornfields with 442 households on 4339ha). Most of these are located on land with marginal production potential and are currently dysfunctional as production units. In fact, they are mainly settlement projects.

The introduction of Land Redistribution for Agricultural Development (LRAD) in the early 2000 and recent restructuring of the funding criteria creates opportunities for sustainable settlement of emerging farmers and acquisition of land with high production potential. Land redistribution program in uMtshezi Municipality has generated a negligible number of LRAD projects. Instead, the grant has been used to settle labour tenant claims although they are not agricultural development projects. This is a common practice throughout the province.

At least one project of about 1215ha is being implemented in terms of the Pro-active Land Acquisition Strategy (PLAS).

Labour Tenants

The settlement of labour tenant applications is one of the priority programs of the Provincial Land Reform Office (PLRO). A number of labour tenant applications spread unevenly in space were lodged with the Department of Land Affairs and are currently being assessed and finalised. About 261 households have benefitted from this program and have acquired ownership of approximately 7103ha. This translates to an average of 27.2ha per household. The majority of these are located on land with a relatively low production and grazing potential and have not led to any meaningful improvement to the lives of the beneficiaries.

The outcome of this process has serious spatial implications including emergence of small isolated settlements in the middle of commercial agricultural land. In fact, all labour tenant projects within uMtshezi are categorised as settlements with subsistence farming (PLRO Database) despite being funded through LRAD grant. Off-farm settlement and a cluster approach are recommended for the applications where the applicants do not intend to engage in productive agriculture. This will create an opportunity for the management of the undesirable spatial impact of this program.

Land Restitution

According to the information contained in the Umtshezi Housing Sector Plan and data provided by the KwaZulu-Natal Regional Land Claims Commission, it indicates that the largest percentage of both commercial and conservation land is under restitution claim. This affects both Weneen Game Reserve and private game reserves that serves as a source of employment for local people. The number of outstanding land restitution claims within the Umtshezi as at May 2008 is 38, which comprises of eighteen claims from Estcourt and twenty from Weenen. The total number of claims that are settled and lodged for land and development within the Umtshezi area is fifteen, with estimated land cover of 6 0404 ha involving 3 037 households. There are twenty six redistribution projects within Umtshezi municipality. All of these projects have been transferred. The net effect of this is that there is potentially about 10000 households that are likely to settle on previously commercial land. This excludes the farm dwellers and labour tenants as well as outstanding land restitution claims.

Implications for the SDF

The spatial development framework guides and informs all decisions of the municipality relating to the use, development and planning of land. It must guide and inform the following:

- directions of growth;
- major movement routes;
- special development areas for targeted management to redress past imbalances;
- conservation of both the built and natural environment;
- areas in which particular types of land use should be encouraged and others discouraged; and
- areas in which the intensity of land development could be either increased or reduced.

The spatial development framework should not attempt to be comprehensive. It must have sufficient clarity to guide decision-makers in respect of development applications. It should describe the existing and desired future spatial patterns that provide for integrated, efficient and sustainable settlements. In this regard, the spatial development framework should only be a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development. In a rural context it will be necessary also to deal specifically with natural resource management issues, land rights and tenure arrangements, land capability, subdivision and consolidation of farms and the protection of prime agricultural land.

NODES AND SETTLEMENTS

A number of nodes and settlements have emerged in uMtshezi in response to the successive economic and political regimes. The nodes include Estcourt which is the main economic hub, Wembezi which was established as a township for the resettlement of black African people and Weenen which is essentially an agricultural town. Relatively large settlements have developed either as a result of the land reform program or land invasion.

Estcourt

Location and Access

Estcourt is located along the N3 national route linking Durban and Johannesburg. It is approximately 80km from Pietermaritzburg and about 40km from Ladysmith. It is highly accessible both local and regional level, and is strategically located to serve as a launch-pad into the battlefields route, the Drakensburg and the Midlands meander.

Role and Function

The role of Estcourt has changed over a period of time reflecting changes in the regional development trends. The town developed as one of the major settlements along a transport wagon route between Durban and Inland areas and soon grew into a complex urban system with a relatively large catchment and providing a range of functions to its rural hinterland. These include the following:

- Transport interchange
- Main sub-regional economic hub.
- Industrial area for the processing of raw materials produced in the region.
- Tourism town.
- Service centre.
- Settlement or residential area.

Structure

The town has developed in line with a typology common in most towns and cities in South Africa wherein the structure relates to a central core in the central business district (CBD) with several major access and/or exit routes radiating outwards. In Estcourt, these occur in the form of the east-west and north south axis linking different parts of the town through the city centre. Linkage back to the N3 is significant for regional and provincial integration as the N3 is identified in the NSDP and the PSEDS as a development corridor of national and provincial significance.

Estcourt is a typical apartheid town characterised by the following spatial patterns (refer to Map 13):

- Low density sprawl which is fuelled, among other, values of suburbia which promotes large plots as an image of good urban living. It occurs in the form of low density residential suburbs designed in terms of garden city concepts, and entrenched into the Town Planning Scheme through inflexible density controls and scheme clauses such as coverage, minimum site sizes and permissible uses. Most residential areas within the town are characterised by low density zoning. The LUMS document noted that there is no intermediate residential area (medium density housing) category in the present TPS and this should be addressed as part of the spatial restructuring of the town.

- Historical separation of land uses, urban elements, races and income groups. A large number of the poor are living on the urban periphery further away from the opportunities and places of work. The current zoning system entrenches this trend.
- Spatial fragmentation with land use pattern resembling a series of relatively homogenous blobs of different uses tied together by high speed transport routes. The separation of places of work and residence is deeply entrenched in the philosophy of urban management.
- Dual character of the CBD with one part being well developed and well maintained while down town is characterised by urban decay, grime and deteriorating quality of infrastructure.
- Fragmented open space system.

The combined consequences of these spatial patterns have been phenomenal leaving the town with entrenched inequality and functional inefficiency. It created a distorted, fragmented, incoherent and inefficient functional structure. It also gave rise to spatial, social ad economic exclusion of certain race groups to the benefit of others, and created a poorly functioning land and housing market.

The existing town planning scheme was developed sometime back and is now outdated. The LUMS process recommended a complete overhaul of the scheme and an introduction of Land Use Scheme that could be applied across the municipal area.

Land Use Pattern

Estcourt is a mixed land use development comprising of a range of land uses which could be classified as follows:

- Residential use which includes housing products ranging from low cost housing through to medium density and up-market housing.
- Industrial land located mainly along P10-1 just outside the central area.
- Central area which comprises of a range of economic and business uses.
- A range of social facilities including a cemetery, schools, etc.
- Utilities such as sewerage and water works, dumpsite, etc.
- Public open space (POS) located mainly along the river.

Spatial Development Challenges

Spatial development challenges facing Estcourt town could be summarised as follows:

- Spatial integration intended to address spatial fragmentation which separated the town into up-town and down-town.
- Land use integration as a means to address the course grain-land use pattern.
- Urban renewal programme which may include infrastructure upgrade, redevelopment and refurbishment of buildings.
- CBD expansion including gateway developments at strategic points.

- Strengthening spatial linkages with the neighbouring settlements such as Wembezi.

Wembezi

Location

Wembezi Township is located approximately 25km south western of Estcourt along the boundary of Umtshezi Municipality with Imbabazane Municipality. It is accessed off P29 linking Estcourt Town and Giants Castle in Ukhahlamba-Drakensberg Park.

Role and Function

Wembezi Township was developed on Ingonyama Trust land (former KwaZulu Government area) to accommodate black people working in Estcourt and forcefully removed from Kwezi Township which was located just outside Estcourt. It is generally well provided with social infrastruture (although most of it requires maintenance annd upgrading), and has the basics to become a sustainable human settlement. With the exception of local convenient shops, the area is poorly developed with commercial facilities, thus forcing local residents to undertake most of their shopping activities in Estcourt. Nevertheless, there are huge opportunities for commercial development given the lcoation of Wembezi in relation to expansive rural settlements that form part of Imbabazane Municipality.

Structure

Wembezi can broadly be divided into four development areas or precincts, namely (refer to Map 14):

- The original township area characterised by the four roomed dwelling units developed under apartheid past. Until recently, units were held under a Deed of Grant, but these have since been upgraded to full ownership. This area was badly affected by political violence that engulfed the province in the late 1980s. Most of the community facilities are located in this development area. The latter includes an area that was reserved for a town centre.
- Middle income housing area located across the road from the original township. The uptake of the recently sold 35 units being developed as an extension to this area suggests a need for similar housing products in the area. There is scope for further expansion.
- Section C which has recently been upgraded in terms of the low housing program of the Department of Housing. It is dominated by gravel roads which require maintenance and upgrading.
- Rural settlement located to the west of Section C. A large portion of this area is situated in a wetland.

The sewerage works is situated between two of the settlement areas.

Land Use

An analysis of the land use pattern in Wembezi reveals that Wembezi is a simple residential area and a typical township. Land uses in the area include the following:

- Residential use dominated by typical township houses and a small component of middle income housing.
- Social facilities such as sports fields, schools, churches, community hall and a clinic all located in Section A (original township).
- Sewerage and water works.
- Cemetery which has reached its capacity and requires upgrading into a decent burial site.
- Informal settlement occurring as an extension to the township.
- Rural settlement located to the west of the township.

Land use pattern is generally course grained and is characterised by land use separation, cellular development and mono-functional use typical of apartheid spatial planning.

Spatial Challenges

The key spatial development challenge in Wembezi is to provide land for additional housing, and economic development initiatives. The second issue relates to a need to facilitate spatial integration between Wembezi and Estcourt, and introduction of a land use scheme. Finally, the management of rural/uban interface, particularly uncontrolled expansion of settlements and loss of agricultural land.

Weenen

Locality

Weenen is located along R74 approximately 45km north-east of Estcourt and 35km to Greytown. The town straddles the Bushman's River and is surrounded by commercial farmlands, the majority of which is subject to land restitution. Its threshold includes portions of rural settlements in Msinga.

Role and Function

Weenen performs a range of functions. It is a residential area to those who live in and around the town, a service centre for those who access a variety of services in the area, and business area to those whose business operations are based in town. Its administrative functions are now limited to a few government departments that still have offices in the area.

Structure

The area of Weenen could be divided into four main development areas as follows (refer to Map 15):

- The village which is the main urban area. It is developed with a range of limited commercial facilities and has a relatively large threshold which includes the communities located around the town. There are approximately 765 residential properties in Weenen of which about 75 are vacant. The average site size is 900m^2.
- KwaNobamba which was established in the 1960s as a temporary emergency camp for people evicted from the neighbouring farms. Initially, it has about 591 residential sites, but has since been increased to about 1000 as a result of the

recently competed low cost housing project. Kwanobamba is located about 10km from Weenen and is poorly integrated into the Weenen space and land use system. The majority of sites in this area are about $200m^2$ in size.

- Weenen town in surrounded by about 200 agricultural properties which is indicative of the importance of agriculture in the local economy. Although some of these sub-divisions are vacant, underutilised and poorly developed, they consist of land with a relatively high agricultural potential. The remainder of residential land consists of large sites located around the commercial area.
- A small mixed land use node is located to the south the town centre. Notable land uses in the area includes service station, town hall and a market area.
- Expansive agricultural land with limited potential and located almost around the town. The area forms part of the townlands and establishes Weenen as a town with the most townlands in KwaZulu-Natal. The area is used mainly for extensive farming and grazing purposes.

Land Use Pattern

Existing land uses include the following:

- Residential uses located in Weenen and KwaNobamba.
- About 195 sites zoned for agricultural land. Although some of the sites are vacant and underutilised, the area has huge potential for extensive and irrigated crop production. The majority of these are small holdings of about 5ha to 20ha.
- About 12 sites which are zoned for industry. Take up of industrial land in Weenen is very slow. The town has potential to develop capacity for packaging and processing of agricultural produce.
- Commercial land concentrated mainly along Retief Street in the town centre. Over the last few years, commercial use in the town has declined tremendously. The role of the town as a commercial centre has declined over the last few decades in response to changes in the agricultural sector and growth of Tugela Ferry as a commercial and rural service centre.
- Community facilities such as cemeteries, clinic, education, government offices, etc.

Key Spatial Challenges

The key spatial development challenges facing Weenen include the following:

- Need to contain commercial development to a single area. Existing commercial development not compatible with adjoining uses could be accepted as existing non-compatible uses that may not be expanded.
- The role of Weenen town in the sub-regional space economy should be redefined to cater for changes that emerge as a result of the land reform program and changes in agricultural land uses.
- Infrastructure within the town requires substantial upgrading and renewal.

- Need to provide support to the small holdings around the town and redevelop these are intensive agricultural production units. This may require upgrading of the irrigation infrastructure.

Settlements

Cornfields and Thembalihle

The communities of Cornfields Thembalihle are one of the very first communities to acquire land in Kwazulu Natal in terms of the land redistribution program. They acquired 11 farms totalling to about 8531ha. Although both areas were planned as part of the designation process, settlement and general land use seem to have deviated from the approved plans. The latter made provision for the following:

- Settlement or residential development.
- Grazing land.
- Crop production areas.
- Sites for social facilities.

Although these areas were each developed for a specified number of households, they have grown beyond the original numbers and threaten to develop into expansive isolated rural settlement. Both areas have a history of being black spots hence location in the middle of agricultural land. Both areas should be considered for development into sustainable human settlements as provided for in the housing policy and the Sustainable Communities Program implemented by the Development Bank of Southern Africa (DBSA).

Frere and Cheverly

Frere and Chieverlery are both small isolated settlements located on privately owned land. Over the last few years, the number of households in both areas has increased enormously, and this trend is poised to continue. These settlements are situated along the main regional access routes, which establish them as ideal centre points for the development of clusters for the benefit of the land reform beneficiaries. Land adjacent to Chieverly is registered in the name of Sibuyile Matiwane Community land Trust and was acquired in terms of the land reform program. Spatial development challenges in these areas include the following:

- Consolidation of the area into a sustainable human rural settlement.
- Integration into the surrounding commercial farmlands through the promotion of sustainable agricultural practices.
- Integration with the surrounding land reform projects to form a cluster for sustainable land reform implementation.

Mimosa and Emabhalonini

Mimosa and Emabhalonini are both located to the east of Estcourt Town and could be described as peri-urban settlements. Hey are located on municipal land. Mimosa has benefitted from the housing program. As such, it has been planned, laid out properly and provided with rudimentary services. Its development has led the growth of Emabhaloni as an expansive informal peri-urban settlement. Spatial development challenges in these areas could be summarised as follows:

- Upgrading of Emabhaloni in terms of the sustainable human settlements of the Department of Housing.
- Managing further growth of the settlements outwards as this gives rise to the undesirable low density urban sprawl.
- Introduction of development and land use management system in the area.

Location of a dumpsite fairly close to Emabhalonini poses serious environmental and social problems. The municipality must consider relocation of the dumpsite away from the area.

Rensburg Drift

Rensburg Drift is located on privately owned land along the road to Weenen, approximately 7km outside of Estcourt. Like Emabhalonini, the settlement is expanding at a fast rate. Recently, there was an attempt to invade land which was acquired by some households in terms of the land reform program. The area is poses similar spatial planning challenges as Emabhalonini, and its further outward growth should also be managed.

Land Reform Settlements

A number of small isolated settlements have been and continues to be established as the land reform program unfolds in the area. While these were intended to for the few beneficiary households, most of them are fast developing into large settlements without the benefit of proper development planning. As such, they are poorly located and can hardly be provided with all the necessary services and facilities.

Implications for the SDF

Broad assessment of the existing nodes and settlements reveals a number of spatial planning challenges that needs to be addressed as part of the SDF, that is:

- Low density urban sprawl which occurs mainly in the form of low cost “informal” settlements.
- Increase in the number of small isolated settlements located in the middle of commercial farms lands.
- Need to undertake land reform in a manner that protects agricultural land and improves access to such land by the previously marginalised and small emerging farmers. Land reform program provides for the acquisition of alternative land or off-farm settlement where land need is not in tune with the capacity of the land in question.
- Spatial fragmentation leading to the separation of places of work and residence.
- Consolidation of large rural settlements into sustainable human settlements.

KEY ISSUES AND INFLUENCES

Future spatial transformation of Umtshezi Municipality will be shaped by a number of factors and influences. Although these are a function of different sectors including social, economic, physical and environmental, they can broadly be categorised as follows:

- Spatial development opportunities.
- Spatial Development Constraints
- Spatial patterns and trends

Development opportunities

Umtshezi Municipality presents huge development opportunities:

- The N3 which is a national and provincial development corridor runs through the area almost dividing it into two sections. The challenge is to re-enforce the functional link between Estcourt Town and the N3.
- Vast tracks of land that is suitable for game farming and general livestock farming. The majority of this is located north of the N3 particularly in areas towards Weenen, and is subject of land restitution and labour tenant claims.
- High potential agricultural land suitable and developed with infrastructure for intensive irrigated crop production.
- Environmentally sensitive area with endemic species and presenting an opportunity for the development of leisure and ecotourism activities.
- Location along the foothills of Ukhahlamba Drakensburg Park which is a world heritage site and prime tourist destinations.
- Availability of strategically located commercial and industrial land both in Estcourt and Weenen.

Development Constraints

Development opportunities that characterises Umtshezi Municipality should not be over-estimated. The area is also subject to severe limitations:

- The majority of the area located north of the N3 is characterised by poor soil conditions and low mean precipitation rate.
- A large number of properties acquired by the previously marginalised through the land reform program are lying idle or grossly underutilised. This has potential to undermine the viability of the agricultural sector and the economy of the area as whole.
- Fragmented spatial structure with settlements located far apart from each other and away from economic/employment opportunity areas.
- Environmentally sensitive areas with endemic species, which limits the nature and extent of development.
- Inadequate capacity of the bulk services such as electricity, water and sewer systems.
- Rugged terrain in the bush thicket areas.

- Distance from Ukhahlamba-Drakensberg Park and location fairly close to the well marketed Midland meander and the Battlefields Route.

Development Trends

- Land reform
- Low income settlements in peripheral parts of the nodal areas.
- Change from livestock farming to game farming.
- Economic stagnation
- Increasing importance of the second economy/informal sector
- Urban decay.

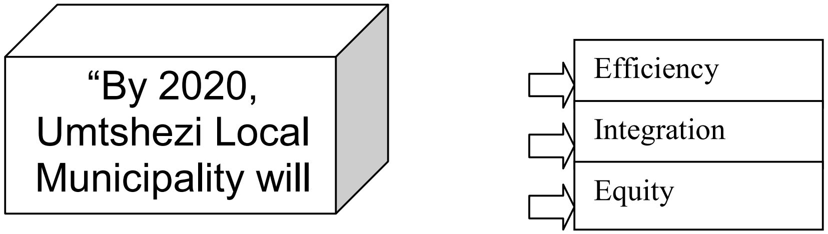
CONCEPT PLAN

Umtshezi Municipality SDF is a strategic document that gives a spatial translation to the development vision and program as outlined in the IDP. It will guide and inform land development and management, and as such it:

- gives effect to principles contained in the Development Facilitation Act, Act No. 67 of 1995, NEMA and other relevant policies;
- sets out spatial objectives and provides spatial strategies that indicate desired patterns of land use, address spatial transformation, and provide decision making processes relating to the nature and location of development;
- provide basic guidelines for a Land Use Management System and development of a spatial Capital Investment Framework,
- align with neighbouring SDFs and the UMDM SDF; and
- provide visual representation of desired spatial form.

Municipal Development vision

Umtshezi Municipality development vision was developed as part of the Integrated Development Planning process in line with the requirements of the Municipal Systems Act. The vision commits the municipality to sustainable development and the creation of a safe environment. This is interpreted to include social, economic, physical, financial and institutional sustainability, and is in line with the Agenda 21 understanding of sustainability – commitment to future generations.



The attainment of this vision requires the municipality to facilitate the development of a spatial system that:

- is sustainable from a social, economic, financial, physical and institutional perspective;
- provides for an efficient movement system, use of scarce resources and decision making processes;
- promotes integrated development; and
- equitable access to development opportunities.

Such a spatial system will create an environment conducive to economic development and growth. It will promote social and economic development and contribute to the achievement of the development objectives as outlined in the IDP.

Aim and Objectives

The primary aim of the SDF is to guide the spatial form and location of future developments within the municipality area of jurisdiction. Its objectives are as follows:

- giving a spatial expression of the development vision and strategy as outlined in the IDP;
- Identifying areas where development should or should not go

"TRANSFORMING FOR BETTER SERVICE DELIVERY"

- guiding the municipality in the coordination of development within its area of jurisdiction;
- giving spatial effect to multi-sectoral projects identified in the IDP
- promoting sustainable utilisation of natural resources.

Spatial Planning Principles

Umtshezi Municipality SDF is underpinned by normative principles reflected in various policy documents and pieces of legislation. The following principles have been extracted from these sources and are considered appropriate to guide the preparation, review and implementation of the SDF.

The objective of the principles and norms is to influence directly the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of the principles and norms is to achieve planning outcomes that (White Paper on Spatial Planning and land Use Management):

- restructure spatially inefficient settlements;
- promote the sustainable use of the land;
- channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;
- stimulate economic development opportunities in rural and urban areas; and
- support an equitable protection of rights to and in land.

In addition they promote:

- accountable spatial planning, land use management and land development decision-making by organs of state;
- cooperative governance and wider information sharing in plan-making and implementation; and
- maximum openness and transparency in decision-making.

The normative principles are focused on and correlated to the field of spatial planning, land use management and land development, but, as is the case with all principles and norms, need further actualization in specific, concrete contexts. Thus, in the practical implementation of the principles spatial planning, land use management and land development in Umtshezi will be guided by the following overarching concerns:

- Integrated development, which is a key concern in legislation and policies dealing with Integrated Development Plans (Municipal Systems Act) and Land Development (Development Facilitation Act).
- Sustainability, which emanates from Local Agenda 21 and in South African is, enforced through the National Environmental Management Act (NEMA) amongst others.
- Equity, which implies equitable distribution of development, resources and opportunities. This principle featured prominently

in the Redistribution and Development Program (RDP) and is also a central concern in the Growth, Employment and Redistribution (GEAR).

- ○ Participation. Chapter ….. of the Municipal Systems Act is dedicated to the subject matter of public participation in municipal affairs. This principle promotes accountability and transparency in decision-making.
- ○ Order and amenity, which focuses mainly on the creation of safe and healthy environments suitable for human habitation. Current land use legislation (Natal Town Planning Ordinance) puts a greater emphasis on this concern.
- ○ Redress, which is mainly addressed in the Land Reform Program and various, associated pieces of legislation. The main focus in this regard is top correct the wrongs of the past.
- ○ Efficiency, which deals mainly with, the creation of efficiently functioning environments scaled to the needs of the local people and role-players.
- ○ Good governance

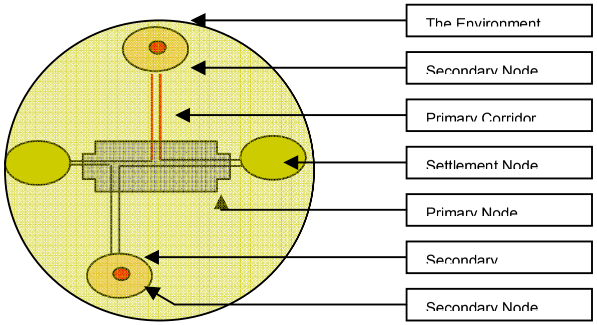
The principles and norms collectively form a vision for land use and planning in Umtshezi. They constitute a single point of reference, and an overarching coherent set of policy guides to direct and steer land development, planning and decision-making in land use so that outcomes thereof are consistent with the development objectives as outlined in the IDP.

Approach

Although the boundary of Umtshezi Municipality is mainly for local governance and service delivery purposes, its delineation was based on a number of factors including population movement patterns, lines of investment and sphere of influence of the existing regional or sub-regional centres. As such, the area could be regarded as a system of interests with a number of sub-systems operating within it.

The emphasis of the SDF is not so much on defining and interpreting the manner of operation of the entire system, but to re-enforce linkages and interdependence between the constituent parts, clearly articulating the role of each part and providing for feedback loops. An efficiently functioning spatial system would perform in line with the spatial development norms and standards, and would generate predictable.

Figure 10: Spatial Planning Model



As indicated ob Figure 10 above, Umtshezi spatial system comprises of the following main components:

- ○ Development nodes with varying levels of impact and spheres of influence.

- ○ Development corridors whose role is mainly defined in terms of the associated economic development sectors, land use pattern and role in the sub-regional economy.
- ○ Settlements located in different environments including urban, peri-urban and rural areas.
- ○ Agricultural land
- ○ Environmentally sensitive areas.

Each of these plays an important role in the functioning of the spatial system. The table below gives an indication of the range and type of service available at each level of the hierarchy.

Type of Planning Areas	*Functions*	*Type of Service*
Primary (Sub-regional Centre)	• Distribution and coordination point • Higher order level of goods and services	Police Station, Hospital, Welfare Office, Schools, Community Hall, Post Office, Bank, Court, Comprehensive sport facility, Developed Economic Centre, Information Service Centre, Emergency Service Centre,
Secondary (Community Centre)	• Lower order level of goods and services as compared to primary node	Police Satellite Station, 24hr clinic, Weekly Welfare Mobile Services, Schools, MPCC, Weekly Information Mobile Services, Post Net, Mobile Bank Services, Tribal Court, Basic Sport Facility
Tertiary (Neighbourhood Centre)	• Serve to provide a convenient service to the village community	Mobile Clinic, Schools determined by population density, Community Halls determined by population density, Postal Services determined by population density, Basic Sport Facility

Spatial Planning Strategies

The application of the service centre (nodes and corridor) approach in the context of Umtshezi follows logic of spatial planning strategies as indicators of a desired future spatial situation, and broad policy positions to guide decision making.

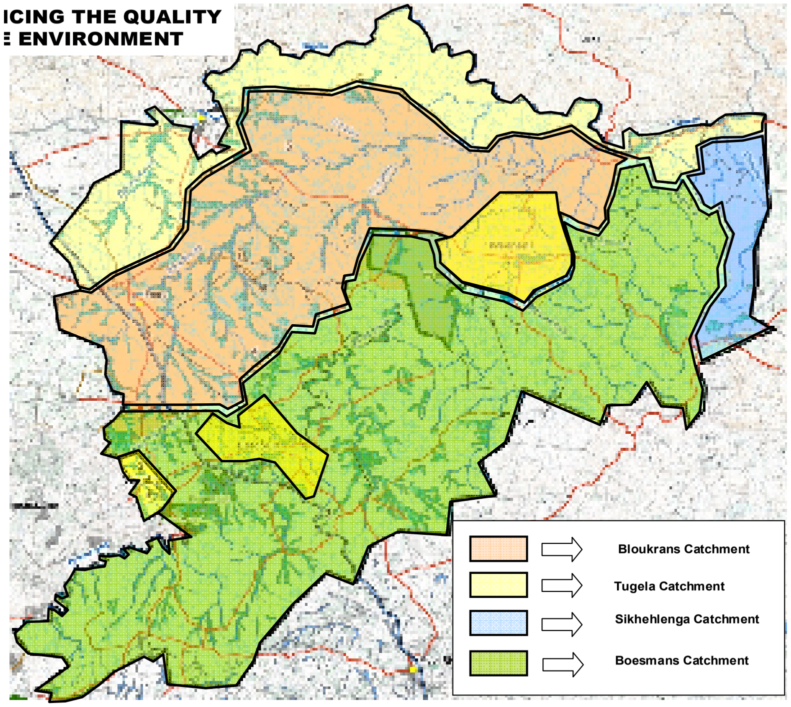
Enhancing the Quality of the Environment

The principle of sustainable development challenges the present generation to engage with the natural resource base and meet its development needs in a manner that enables the future generations to meet their own development needs. This is often referred to as environmentally sustainable development. It acknowledges the need the importance of the following as key interventions for spatial transformation:

- ○ protection and enhancement of the environmentally sensitive areas;
- ○ protection and optimal utilization of high potential agricultural land;
- ○ creation of an integrated open space system; and
- ○ enhancement of the aesthetic quality of the environment.

Ideally, a buffer line of environmentally sensitive areas along a river would follow the 1:50 year floor line, but in view of the lack of such information an indicative line has been used.

Rivers provide opportunities for tourism, irrigation and sports development. Similarly, ecological zones such as wetlands, areas where there are endemic species, scenic areas, etc, provides opportunities for environmental conservation and tourism development, and should not be subjected to development pressure.

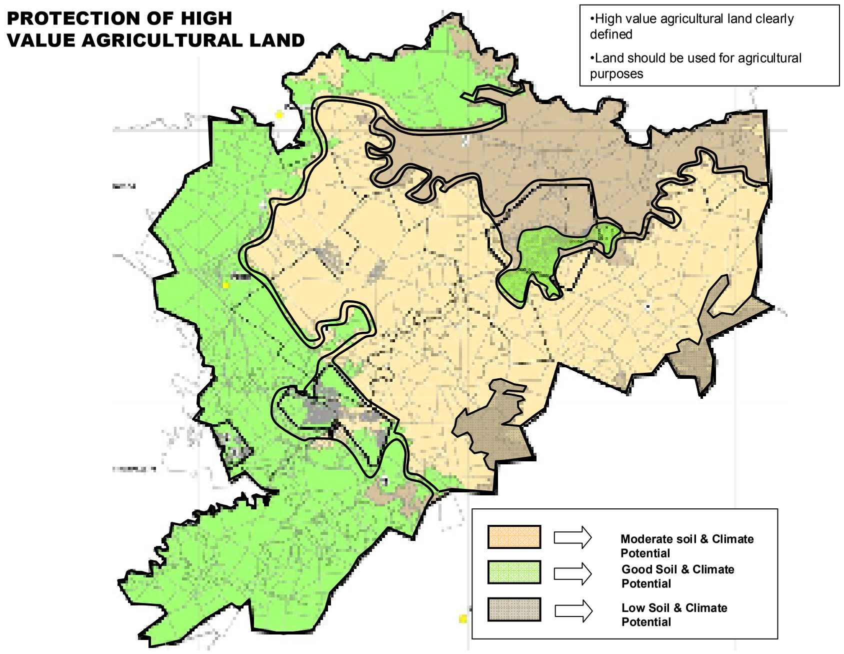


Protection of High Value Agricultural Land

A substantial amount of land in Umtshezi, particularly, the land located to the south of the N3 and Estcourt Town, is generally classified as having high and good potential for agriculture. It is important to note high potential agricultural land has become a scarce and an ever dwindling resource. Its protection is high on the agenda for the Department of Agriculture. Encroachment of development onto agricultural land poses a number of challenges, namely:

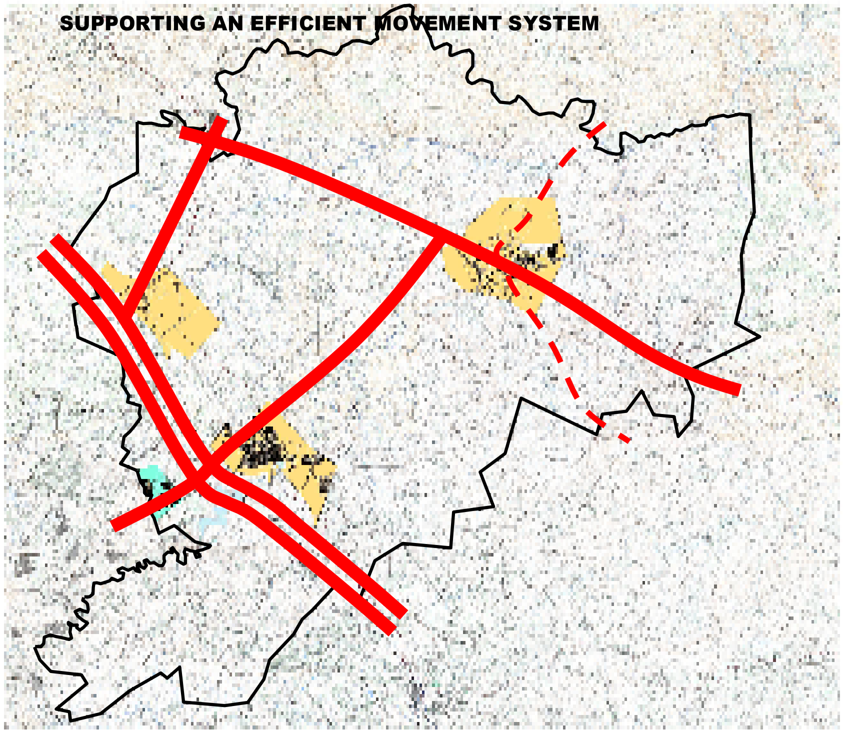
- reduction of land available for food production and against the increasing problem of food shortages and increase in food prices;
- declining performance and contribution of agriculture into the district and provincial economy;
- need to target high production potential land for the settlement of small and emerging framers in terms of the land redistribution program; and
- low density urban sprawl which encourages development of inefficient urban spatial systems.

Sub-division and change of land use on agricultural land is governed in terms of the Sub-division of agricultural Land Act (SALA), Act No. 70 of 1970, and is administered nationally.
Although, the provincial Department of Agriculture undertaken the assessment of the applications and makes recommendations to the national Department of Agriculture, there is no coherent provincial policy that guides this process. As such, it is critically important for Umtshezi Municipality to develop its own guidelines (as part of the SDF) for managing development on agricultural land.


PROTECTION OF HIGH VALUE AGRICULTURAL LAND
•High value agricultural land clearly defined
•Land should be used for agricultural purposes
Moderate soil & Climate Potential
Good Soil & Climate Potential
Low Soil & Climate Potential

Supporting an Efficient Movement System

The Movement Strategy for Umtshezi Municipality is based on the recognition of the role of different movement routes, and a need for the provision and maintenance of a highly accessible movement system and network. The latter should support a range of modes (road and rail, public and private) and activities at various levels, intensity and scale. It specifically endorses the promotion of the improved accessibility to areas of opportunity as a key to economic development and growth.



The efficiency of the sub-region relates directly to the efficiency of its movement system i.e. the ability to move goods and people within and beyond the municipal boundary. This strategy seeks to achieve the following outcomes:

- Promoting accessibility of communities to economic (employment), recreation and social opportunities.
- Protecting and enhancing the mobility function of major arterials and roads.

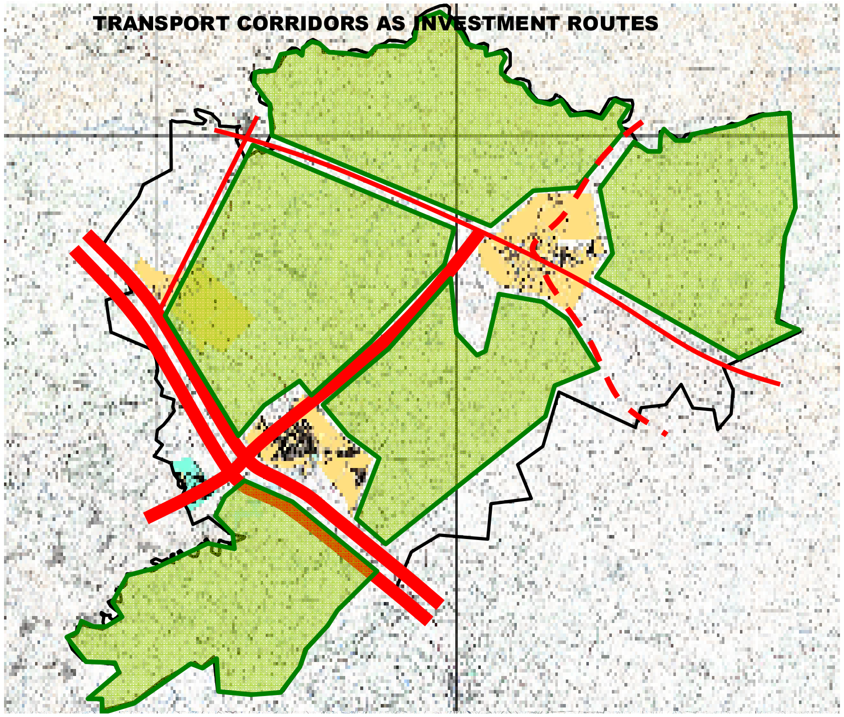
- Supporting and aligning existing and planned public transport infrastructure.
- Ensuring that the movement system directly links with and is supported by, strong high intensity nodes and higher density residential development.

While this involves reinforcing the role of the existing road networks, it also seeks to open new movement routes and refine the role of some of the existing roads.

Development Corridors as Investment Routes

A public investment approach which views urban centres as inward oriented spatial systems linked to the rural hinterland by the high speed regional movement routes is inappropriate and undesirable. In conditions of scattered settlement pattern, such as Umtshezi, regional transport routes which link a number of areas should, instead, be viewed as the logical focus areas of an ordered strategy for rural development. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement patterns and systematic distribution of land uses in space.

However, not all regional routes are the same in terms of the intensity of use and ability to attract investment, services, economic activities and settlement. Generally, larger routes linking generators of movement and investment have a greater generative capacity than smaller routes.


TRANSPORT CORRIDORS AS INVESTMENT ROUTES

It thus follows that regional facilities and services should gravitate towards these areas. Smaller facilities requiring smaller thresholds should be located along smaller routes. Viewed in this way, the issue of regional and rural spatial organization becomes one of creating a systemic framework of interlocking activity routes over time. This has an impact of:

- reducing spatial marginalization;
- increasing equitable access to all level of services; and
- promoting investment.

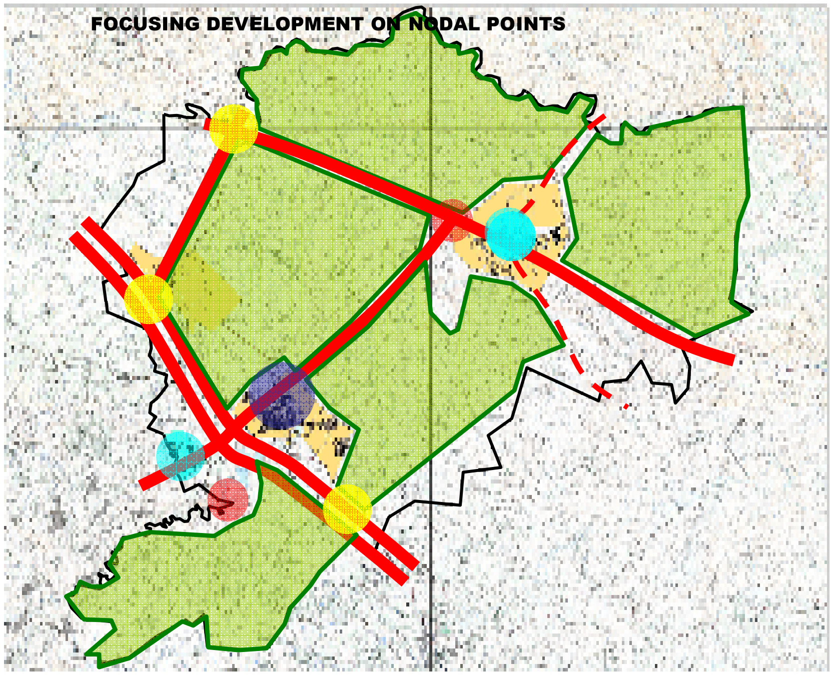
Location of facilities along major routes recognizes the importance of choice to the rural communities with respect to services such as education, health and welfare facilities.

Focusing Development in Strategic Nodal Points

The equitable distribution of services and facilities is one of many issues which Integrated Development Plans seek to address. This has a spatial impact in a municipal area in that the ordering and location of services and facilities, in a manner that promotes accessibility and efficiency in service delivery, is required. This is critical for the performance of the municipal area as a whole and land use integration. The following planning areas have been identified:

- Sub-regional centre (primary nodes) provides higher order services and facilities. This is a centre of municipal wide significance and attracts movement from all over Umtshezi and beyond.
- Community centre (secondary nodes) serves the hinterland population in terms of social and community facilities and basic retail facilities.
- Neighbourhood centre (tertiary nodes) provides access to services and facilities at a much localized scale.
- Settlement webs and complexes located in both rural and urban areas

Nodes are locations of concentrated activity often associated with the presence of employment opportunities and high density residential development located on or adjacent to regional mobility roads and spines, and as such act as destinations for public transport.

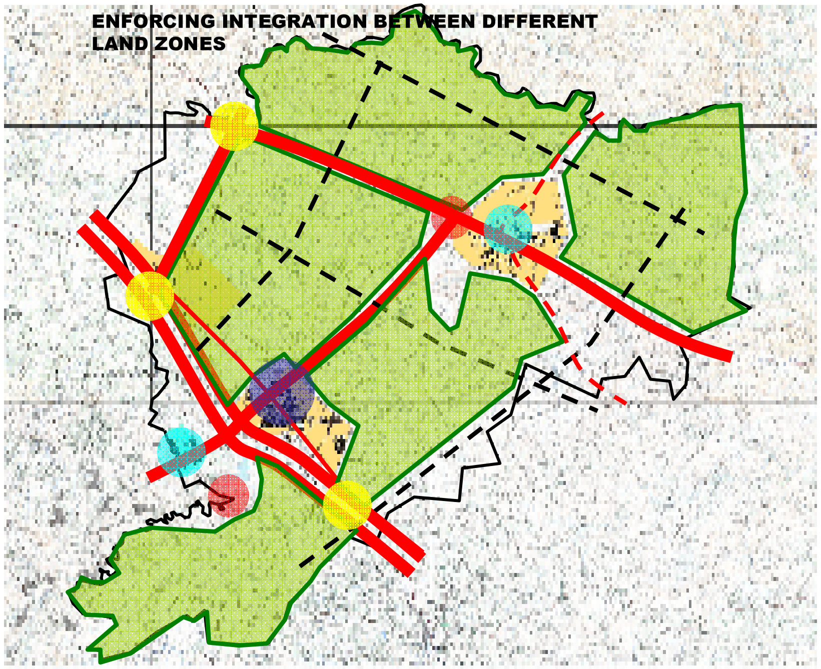


These nodes will form the focal points for the clustering of development and service provision, and will ensure access to social and economic opportunities for the entire municipal region. The concentration of activities in and around these areas will stimulate further development of higher order activities.

Integration between Different Landscapes/Land Use Zones

The intention with the built environment should be the creation of large continuous precincts of built form, rather than it occurring in spatially discreet pockets or cells, as is commonly the case in Umtshezi. This is necessary to obtain economies of agglomeration. At places, the continuity of the fabric should be systematically broken so as to ensure equitable access to green space and other opportunities.
The benefits of mixed development

- More convenient access to facilities
- Travel-to-work congestion is minimised
- Greater opportunities for social interaction
- Socially diverse communities
- Visual stimulation and delight of different buildings within close proximity
- A greater feeling of safety, with ‘eyes on streets’
- Greater energy efficiency and more efficient use of space and buildings
- More consumer choice of lifestyle, location and building type
- Urban vitality and street life
- Increased viability of urban facilities and support for small business (such as corner shops).

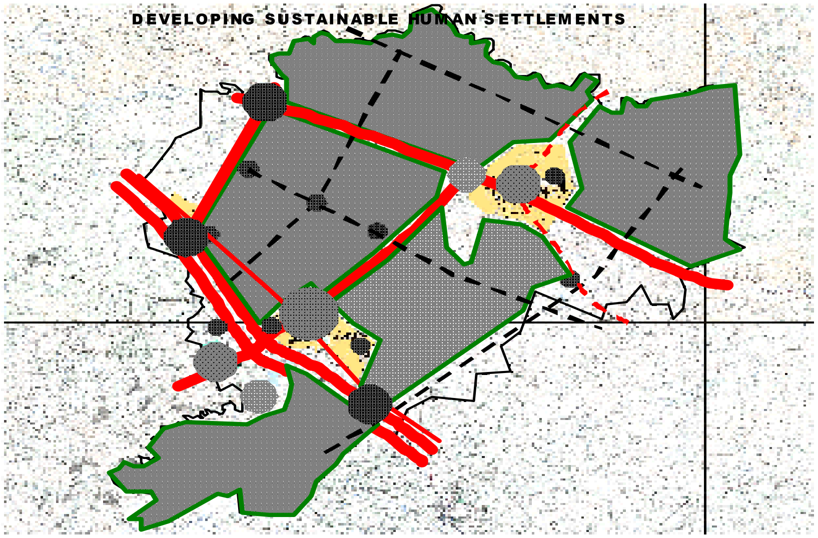


A more vibrant and sustainable spatial structure and form results from blurring the distinction between uses and designing places that make walking to the local centre, and bus stop or taxi rank, as convenient and comfortable as possible.

Developing Sustainable Human Settlements

Settlement pattern in Umtshezi Municipality occurs in the form of low density urban sprawl reflecting the texture of the existing urban centres as rural villages. This pattern is not sustainable and renders service delivery and development ineffective. While this is critical in defining the structure and behaviour of settlements, it has given rise to a continuum of rural settlement ranging from low density remotely located agrarian communities to centrally located relatively high density settlements.

A detailed consideration of the settlement pattern reveals a high level of disintegration and fragmentation. Higher density settlements should be located along the main transportation routes and held together by a web of local access roads and public facilities. At a regional level, they should be knit together by a system of regional access routes. However, settlements are also not static. They respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements. This has serious implications for detailed planning and development of these settlements:



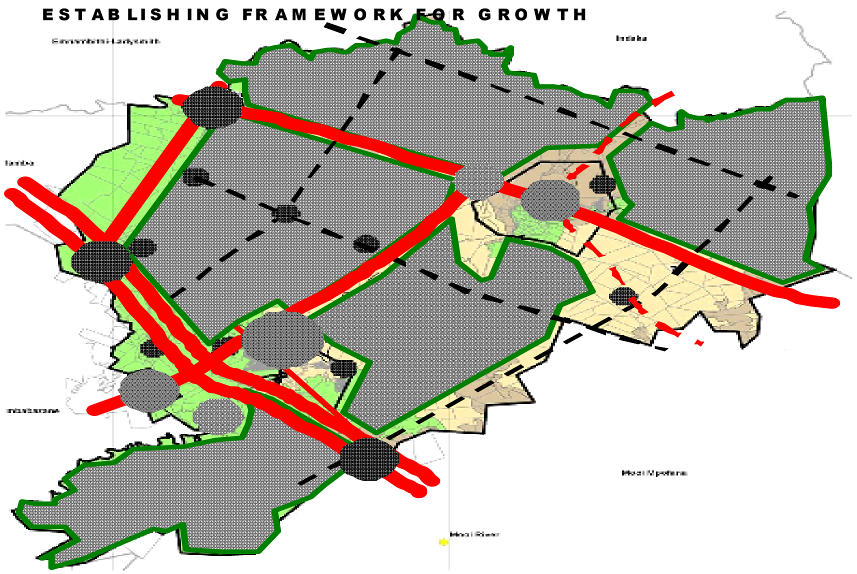
- ○ They should generate a wide range of opportunities. Sparsely populated settlements should be considered as opportunity areas for agricultural development such as crop production and livestock farming. Centrally located settlement should provide improved access to higher order public facilities, intensive agriculture and other urban services.
- ○ A convenient settlement improves the level of choice, encourages creativity and investment while a less convenient settlement imposes a lifestyle on people and results in unnecessary expenses.
- ○ Settlements should be equitable in the sense that they should provide a reasonable access to opportunities and facilities to all. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

Establishing Framework for Growth and Development

Development within Umtshezi Municipality raises an issue of the traditional dichotomy between urban and rural - between town and countryside. While areas such as Estcourt and Weenen Towns are considered urban, they are located in a generally rural region and form part of a rural economy. The structure of the local economy blurs the distinction between urban and rural.

These realities underscore the necessity of putting together a spatial strategy within the broader development context. It should thus focus on managing the form and texture of development, in a manner that contributes to the following performance criteria:

- ○ Creating a more efficient and productive sub-region through the development adoption of policies that seeks to built of the competitive advantages while also unlocking new opportunities.
- ○ Improving the overall quality of the urban environment by better integrating environmental concerns within development planning and urban management practices.
- ○ Developing an inclusive spatial system that promotes integration of the previously disparate areas and eliminates the mismatch between where people live and where they work.



- ○ Creating the base for efficiency in the delivery of services (water, electricity, sanitation, etc), movement, investment and decision making.
- ○ Promoting integrated and coordinated development with all stakeholders working towards a common development vision and agenda.

SPATIAL FRAMEWORK

Umtshezi Spatial Development Framework provides guidelines and directions for development in respect of the following key concerns:

- Environmental management
- Protection of high value agricultural land
- Development corridors.
- Development nodes
- Land reform implementation
- Housing delivery and development of sustainable human settlements.
- Economic development.
- Urban development and management framework.
- Land use management.

Environmental Management Framework

Areas Suitable for Planning & Development

The areas considered suitable for development fall outside the environmentally sensitive areas, the areas with agricultural potential and the archaeologically sensitive areas. However, there may be other issues that may hamper planning and development in these areas, hence these are given as guides only and more detailed investigation will be needed at the planning/development stage to confirm the findings of this desktop study.

Other factors such as geological/geotechnical, economical, social etc, may prevent planning and development. This broad environmental scan covers the intrinsic green environment. Some of the issues that may impact on the planning and development of the Umtshezi Municipality are given below.

Issues Impacting on Planning and Development

Low Cost Housing

Low cost housing problems, such as: subsidence, sewage problems, collapsing of houses, (all issues especially evident within low cost housing developments), may occur because of:

- Inappropriately located sites;
- Impatient and environmentally insensitive developers;
- Lack of understanding from developers regarding the role of environmental impact assessments in the site selection and application process (EIAs are often the last thought once all other studies have already been undertaken, developers are often not open to alternatives in terms of site selection or housing / development design or type);
- Disregard for wetlands and endangered species;
- Poor quality housing;
- Health conditions (in wet areas – compromises sewage systems and cemeteries) and costs.
- Because low cost housing sometimes merely Tran-locates the poor from a rural area to urban areas – where the housing is provided on smaller lots (preventing homeowners from growing

food or keeping livestock), and where employment is not available to compensate, the poverty cycle, impact on the environment and crime may in fact increase as a result. More suitable housing sites (not in wet areas) with larger plots per home should instead be considered.

Increased development of informal housing hinders the development potential and aesthetic appeal of the region. Rural areas should be formalised and provided with sanitation and water. Residents should be encouraged to remain in these areas where there is sufficient space to establish large gardens and keep livestock.

Mining

Illegal mining, without permits – all sand winning requires development on a site specific EMP and the subsequent issuing of a permit from the Department of Minerals and Energy.

Problems arise with the non-compliance of ‘sand winners/miners’ with the specified regulations and the EMP requirements for legitimate sites (sites that apply for permits go no further in ensuring the implementation of the conditions of the permit and EMP document).

Management of Water Resources

Incorrect citing of high-impact developments (such as low cost housing with poor sewage, wastewater and storm water management) in close proximity to wetlands, drainage lines, rivers and dams is resulting in water pollution. There is a need to protect water resources as a means to prevent waterborne diseases and ensure adequate supply of quality water for household consumption (refer to Map 16).

The sustainable use of ground water must be guaranteed, in order to ensure the quality and quantity of water for consumption and other uses in future. Siting of unsuitable developments in close proximity to known water sources and in sites of high ground water must be prevented.

Veld Fires

Veld burning is recognised as an important veld management tool but should be applied according to strict scientific methods, considering factors such as veld type, carrying capacity (number of animals of a given type which the veld type can support), seasonal, climatic, soil and veld conditions. Veld areas should only be burnt after full ecological consideration and evaluation, to provide informed decision making regarding hot or cold burns to control excess woody material. Fire-breaks should be burnt in early to mid winter, depending on environmental conditions as broad strips allowing for effective fire management.

Requirement for a Municipal Open Space System

A clearly defined municipal open space system (for the entire municipal area, but especially in the ‘urban’ areas of Estcourt, Weenen, and later in the more rural areas but still built up) is required for the:

- Protection of wetlands, associated rivers, streams and catchments and areas of natural beauty.
- These Open Space Plans should take into consideration the local EMPs and SEAs and the LUMS for the local and district municipalities.

Rehabilitation of Damaged and Degraded Areas

Rehabilitation of damaged and degraded areas is now legislated and the municipality could begin to enforce this legislation by developing a whole new environmental branch: Very few new developments institute or apply rehabilitation plans, often where blatantly necessary.

Protection and Conservation of Agricultural Land

As a general aim, the municipality together with the Department of Agriculture has a responsibility to protect agricultural land from development that leads to its alienation from its primary purpose or to diminished productivity. Any proposal for non-agricultural development on agricultural land is subject to an application made to, and assessed by, the Department of Agriculture in terms of the Sub-division of Agricultural Land Act, (Act No. 70 of 1970). On the other hand, the municipality has a responsibility to implement wall-to-wall land use management system within its area of jurisdiction. This includes setting land aside for agricultural development purposes.

The traditional and widespread view that land is an almost limitless resource is a myth. Both availability and condition are under threat. Poor resource (veld) management such as overstocking, the development of land for settlement and other non-agricultural uses has led to the loss of significant areas of good agricultural land, and land degradation is now widely regarded as one of the greatest challenges facing rural Umtshezi.

As indicated on Map 17, agricultural land in Umtshezi Municipality could broadly be divided into three main categories as follows:

- Good agricultural land in located along the southern and western boundaries of the municipal area. Patches of similar land are found along Umtshezi River and around Weenen.
- Moderate potential agricultural land is located generally in the area stretching from Estcourt in the south to Weenen in the north.
- Land with low agricultural potential is located in the low lying areas towards Indaka and Msinga Municipalities and falls largely within the Bloukrans River catchment area.

Protection of good agricultural land should be based on the following policy principles:

- Good quality agricultural land has a special importance and should not be built on unless there is an overriding need for the development in terms of public benefit and no other site is suitable for the particular purpose.
- When preparing, reviewing or amending planning schemes, the municipality will be expected to include provisions for protecting good quality agricultural land, regardless of the effect of market fluctuations on its viability.
- The preparation of planning schemes should include an evaluation of alternative forms of development, and significant weight should be given to those strategies which minimise the impacts on good quality agricultural land.
- The land Use Scheme should aim to minimise cases where incompatible uses are located adjacent to agricultural operations in a manner that inhibits normal farming practice. Where such instances do arise, measures to ameliorate potential conflicts should be devised.
- The land use scheme should provide for a hierarchy of agricultural zones based on the agricultural development potential and impact of non-agricultural activities on agricultural land. Non-agricultural activities such as agri-tourism, game

farms with themed estates or lodges, resort developments, etc should be located on land with moderate agricultural potential.

Agricultural potential should be used to establish agricultural zones in terms of the land use scheme, and provide for a continuum of agricultural zones from predominantly agriculture only zones to zones that allows for a mixture of agricultural and non-agricultural uses.
The following criteria may be used in this regard:

- High potential agricultural land should be used for mainly agricultural activities. However, limited non-agricultural uses may be permitted especially along the corridors and within the designated development nodes. Conservation should form part of a drive to protect and enhance the quality of agricultural land. Irrigated land along the river corridors should be protected equally.
- Land with moderate agricultural potential provides an opportunity for the development of mixed agricultural, tourism and conservation uses. These include game farms, game reserves and feedlots. As such, the proposed game reserve stretching from just outside Estcourt towards Weenen should be supported subject to the resolution of the land and social issues.
- Low potential agricultural land should be subjected to conservation and low intensity agricultural uses. Most of it is degraded and prone to soil erosion.

A detailed indication of agricultural activities undertaken in the area is indicated in the District Agricultural Development Strategy. It recommended that an agricultural development plan be prepared.

Development Corridors

Development corridors are a potential instrument to restructure the municipal area into robust, efficient and well-connected spatial system as well as contributing to region-wide (Uthukela District) economic growth and job creation. This is achieved by unlocking inherent and under-utilised economic and social development potential with existing nodal development and road infrastructure (refer to Map 18). The movement and nodal components are most prominent and intense within the identified corridors. Strengthening these corridors will also strengthen key economic centres to balance and share growth not only for Umtshezi but also across the province with neighbouring local municipalities.
The movement system indicates various road types and identifies the interrelationship between movement and activity. It seeks to promote mobility along major roads and arterials while encouraging higher density residential and nodal development along such routes so that a maximum number of persons can gain easy access to economic development opportunities. Lower order roads seek to improve access to agricultural land, tourism development zones, and settlement areas.

The N3 National Corridor

The N3 is identified in the NSDP as a national corridor, and is recognised as such (existing corridor) in the PSEDS. It runs in an east-west direction almost dividing Umtshezi Municipality in two halves. The southern portion is dominated by high potential agricultural land and portions of conservation worthy areas, while areas to the north could be described as moderate to low in production potential and generally suitable for livestock and game farming. It is a high speed limited access road providing access and inter-nodal connections at a national and provincial level. It carries traffic between Johannesburg and Durban.

At a local regional and local level, it presents an opportunity for the integration of Estcourt Town to the national and provincial trade routes. It is a tourist route to the major tourist destinations in KwaZulu-Natal (KZN), particularly the Drakensburg and the Battle-fields Route.

Development along this route should occur as follows:

- Facilitate the establishment of mixed land use activity nodes at the intersection of the N3 and the regional or provincial routes. Activities that may locate in these areas include logistics, warehousing, light industry and commercial facilities.
- In the short to medium term, high value agricultural land located along the corridor should be protected, but in the long term, strategically located areas abutting onto the mixed land use nodes should be opened for development as mixed land use precincts.
- Compliance with the policies and regulations introduced by the South African National Roads Agency (SANRAL).
- Development of Wembezi Interchange as a mean facilitate access to the “Berg”.

Primary Development Corridors

Two main access and mobility routes have been identified as primary development (regional) corridors, namely:

- Giant Castle to Weenen Nature Reserve Corridor (north–south axis);
- Regional road from Colenso in the west through Weenen to Greytown and beyond (east-west axis); and
- R103 which runs parallel to and north of the N3. For the purposes of the SDF, R103 is seen as part of the broader N3 corridor.

The former has potential to develop into a tourism route linking the Drakensberg with the proposed Big Five Game Reserve centred on Weenen Nature Reserve. There are also opportunities for intensive agricultural activities or leisure type of developments linked to the game reserve along the river hence the river is identified as a green corridor. It is also a major link between Estcourt and Weenen. As such, it carries local traffic between the two centres and creates a link between a largely agricultural centre in Weenen and an agri-processing centre in Estcourt.

The eastern axis on the other hand serves as a major link to the areas beyond Umtshezi Municipality, and is an alternative tourist route to the north-coast from areas such as Gauteng and the Free State. It runs through the proposed Big Five Game Reserve and has potential for the development of a range of tourism facilities including private game farms (mainly for hunting and/or conservation purposes). In the medium to long term, a need may arise for some land to be released for settlement purposes to accommodate land restitution claimants, labour tenant and farm dwellers using a cluster approach.

Development along these corridors should conform to the following guidelines:

- Both corridors are located on provincial roads and thus should adhere to the regulations as implemented by the Department of Transport.
- Development of viewing and picnic sites in appropriate areas.
- Development of a tourism node at the intersection of the two corridors.
- Limit the number and location of settlements located along this route to carefully selected areas.

Secondary Corridors

A number of existing roads have potential to develop as secondary or sub-regional development corridors, but there are opportunities to unlock new development areas through the use of a network of secondary corridors. The key existing secondary corridors include the following:

- Road from Winterton to Colenso running along the western boundary of Umtshezi Municipality. This corridor links Winterton with Colenso and beyond. It runs mainly along agricultural land. As such, development along this corridor should focus on intensive and extensive agriculture including livestock farming. Settlement should be limited to the consolidation of the existing Chieverlery, its expansion to accommodate land reform beneficiaries and provision of the necessary public facilities so as to establish the area as a sustainable human settlement.
- P170-D385 corridor from Wagendrift dam through Estcourt town to Weenen running along the eastern boundary of the municipal area.

The road from Winterton to Colenso serves as a major link at a district level knitting together small towns from Bergville through Winterton to Ladysmith, Weenen and beyond. It runs mainly along agricultural land. As such, development along this corridor should focus on intensive and extensive agriculture including livestock farming. Settlement should be limited to the consolidation of the existing Chieverlery, its expansion to accommodate land reform beneficiaries using a cluster approach and provision of the necessary public facilities so as to establish the area as a sustainable human settlement.

P170-D385 corridor is a proposed corridor linking the eco-tourism and leisure node of Wagendrift Dam through Estcourt town with the proposed Big Five Game Reserve but running along the eastern boundary of the municipal area. It is essentially a tourism corridor, but its future development should provide for a strategic mix of agricultural and eco-tourism activities. From Weenen, this corridor runs northwards into Indaka Municipality where it links with the proposed Cannibal Route.

Tertiary Corridors

Tertiary corridors are also known as local corridors because they serve mainly a local function including the following:

- D489 – D721 (Cornfields-Thembalihle Corridor).
- P179 from Loskop road through Wembezi to Wagendrift Dam and the surrounding proposed conservation areas.

Cornfields-Thembalihle Corridor serves as a major link between the two parallel secondary corridors and has potential to improve access to Thembalihle and Cornfields which area both isolated expansive rural settlements located on commercial farmlands. It has potential to link with Chieverley as well. To all intents and purposes, this corridor has limited economic opportunities.

P179 from Loskop road through Wembezi to Wagendrift Dam and the surrounding proposed conservation areas is also an emerging corridor intended to reinforce linkages and integrate Wembezi and the surrounding settlements to the agricultural and the proposed eco-tourism areas in the vicinity of the Wagendrift Dam. It has potential to serve as an alternative access to the Wagendrift eco-tourism node from the Loskop road. It has potential to serve as an alternative access to the Wagendrift eco-tourism node from the Loskop road. It also provides access to settlements such as Wembezi and C-section.

Wembezi-Estcourt Mixed Land Use Corridor

Spatial integration between Wembezi and Estcourt is one of the main spatial development challenges facing Umtshezi Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed land use corridor in the short to medium term. This will ensure protection of the existing agricultural land while also opening opportunities for tourism, leisure, housing and commercial development. The proposed N3 off-ramp gives further impetus to the development of a mixed land use node which accords well with the proposed corridor.

System of Activity Nodes

An activity node is a place of high accessibility onto which both public and private investments tend to concentrate. An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors.

Activity nodes have the potential to be an important sub-regional structuring device. They serve as points in the spatial structure where potentially access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day to day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system. Application of a system of development nodes in Umtshezi is indicated on Map 19.

Sub-regional Activity Node - Estcourt

Estcourt is the main commercial, industrial and administrative centre within Umtshezi Municipality. It forms of part of the district spatial systems and is identified in the district SDF as a secondary node. This is despite Estcourt being recognised as a third order centre at a provincial level alongside Ladysmith. As a sub-regional node, the following activities should be strengthened in Estcourt:

- Development of commercial activities serving the whole municipal area and the surrounding areas (sub-region).

- Location of district and sub-district offices of various government departments and serve delivery agencies.
- Location of facilities and services for an effective administration and local governance of Umtshezi Municipality.
- Industrial development, focusing mainly on the processing of raw materials produced within the sub-region and the neighbouring areas – agri-processing centre.
- Location of public facilities serving the whole sub-region and beyond. These may include sports and transportation facilities.

Secondary Activity Nodes/Urban Community Centres

Two secondary activity nodes have been identified in Umtshezi Municipality, namely:

- Weenen, and
- Wembezi Town Centre.

Weenen which was previously a thriving rural town has experienced decline in both character and function. It is characterised by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With the majority of the land around this town being subject to land restitution and labour tenant claims, it is critically important to repackage Weenen as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It has potential for the activities:

- Administrative offices for the decentralisation of services to the communities located around Weenen.
- Limited commercial activities targeting the surrounding communities.
- Processing of raw materials produced in the area given its potential for intensive crop and citrus production.

A case for the regeneration of this town is presented in Section 9.4.2 below.

Wembezi on the other hand was developed as a residential township or a dormitory suburb for black people working in Estcourt. A small area was set aside for the development of a town centre. Today, this area is poorly developed with a community hall and two small local convenient shops. However, a small agglomeration of commercial facilities has occurred at the northern entrance to the township. Plans to develop a neighbourhood shopping centre in the area have reached and advanced stage with implementation due to start at the beginning of 2009. The area is also being considered for a range of projects that would be funded through the Neighbourhood Development Partnership Grant (NDPG).

In addition, middle income housing is being developed to the west of the Wembezi Township. In fact, there is potential to expand this to cover the vacant land located to the west of B-section and may yield about 500 units. Other issues that require attention in the area include:

- Upgrading of informal settlements.
- Upgrading of the existing cemetery.
- Upgrading and maintenance of roads.

Tertiary Nodes/Rural Community Centre

The vision for the future spatial development of Umtshezi Municipality makes provision for the development of community centres within a cluster of settlements, as follows:

- Thembalihle and Cornfields
- Frere
- Chively
- Rensbergdrift
- Nhlawe

None of these is currently developed. The primary aim of these centres is to accommodate land uses that provide services to the local communities. These include the following:

- Educational facilities such as schools.
- Community centres including a community hall
- Health facilities such as a clinic or mobile clinic
- Sports facilities
- Limited commercial facilities
- Pension pay point.

Community centres should be planned as an integral part of a cluster of settlements and resonates with the ideal of sustainable human settlements as envisaged in the new national housing policy (Breaking New Ground).

Land Reform Framework

The role of local government in supporting the land reform program remains one of the poorly defined and uncoordinated activities in the integrated development planning process. The land reform impacts on the local communities, yet it is implemented by a national government department with limited, if any, consideration of the IDPs and the SDFs. Similarly, these documents do not provide an adequate strategic framework for dealing with the land question. Land issues are complex and intricate with some of them (labour tenants and land restitution) being rights driven. Nevertheless, the land reform is one of the significant programs that promise to make a major contribution to economic growth, poverty alleviation and nation building. As such, its implementation should be embedded in the notion of sustainable and integrated development.

Umtshezi Municipality recognizes the importance of the land reform; particularly the role it can play in addressing historical land related conflicts in the area, overcrowding and congestion, as well as promoting agricultural development. As such, the following should guide future implementation of the land reform program within Umtshezi Municipality (refer to Map 20):

- Clustering of projects in a geographic area (across products) so as to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensive approach to the resolution of labour tenant and land restitution claims.

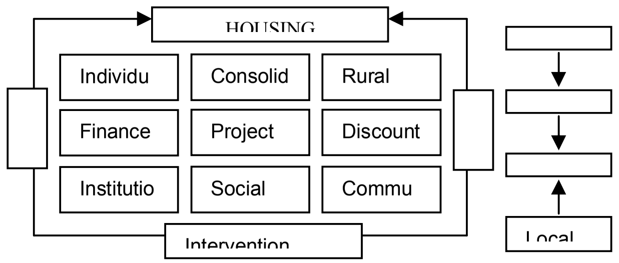
- Settlement of the emerging farmers in terms of the Land Redistribution for Agricultural Development (LRAD) or Pro-active land Acquisition Strategy should be located close to transport axes on good agricultural land in situations where they have access to ongoing support and mentorship – this by definition would exclude isolated areas of the municipal area.
- There is a need to promote off-farm settlement as a land delivery approach where the main need for land is settlement. Such land should be located in accessible areas which can be provided with social facilities and basic services in an efficient and effective manner. It may also form part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.
- Identification of high impact projects and integration into the local value chain or development proposals. These projects should also be integrated into the LED program of the Municipality. Opportunities in Umtshezi include game farming, livestock farming, citrus, irrigated pastures, and dryland and irrigated crop production.

It must however, be noted that the land reform is a need and a rights based program. Its primary focus is to transform the land ownership pattern in line with the national government targets.

Housing Delivery Framework

Since the introduction of the Housing Act, (Act No. 107 of 1997), the National government has introduced a comprehensive programme to address a range of housing needs in South Africa. The programme is outlined in the recently introduced Comprehensive Plan for the Creation of Sustainable Human Settlements.

FIGURE 11: HOUSING POLICY AND PROGRAMME



As indicated on Figure 11 below, the national housing delivery programme seeks to achieve its goals by means of a range of instruments including individual subsidy, social housing and community residential units. The application of these instruments occurs within the legislative and policy framework set by the National Department of Housing, and is implemented in a cooperative manner among the three spheres of government with local government serving as the agent of the Department of Housing in KZN.

Umtshezi Municipality has developed a Housing Sector Plan as a guide to the execution of its housing mandate. As such, housing is not construed as an end in itself, but a strategic intervention for addressing an assortment of development objectives. These include (NDoH, 2007: 5):

- Development of sustainable human settlements in support of spatial restructuring. This includes the promotion of efficient urban environments and integration of previously excluded groups into the city and its associated benefits.
- Combating crime, promoting social cohesion and improving quality of life for the poor.
- Leveraging growth in the economy. Essentially, this requires a stronger alignment of the housing programme with the local economic development strategies.
- Job creation.

Although Estcourt, Wembezi and Weenen account for about 50% of the municipal population, the housing sector plan concludes that the highest housing need is found in the rural settlements. The majority of housing in these settlements occurs in the form of traditional huts. Moreover, they have not benefitted from any housing scheme, yet they account for about 35% of the municipal population.

The poorest households in the municipality amounts to 3777 households who do not have any reliable source of income, and a further 1337 households with access to less than R4800/month. It is noted that there are about 6050 units that are to be delivered (already in the pipeline) within the short to medium term.

In addition, a number of land reform projects are fast degenerating into swelling rural settlements. This trend is set to continue as the more complex rural based land restitution claims unfolds. Secondly, there is an equally significant number of people who reside on commercial farmlands as either farm dwellers or labour tenants. They are experience an acute housing need.

Table 1: Planned Projects

PROJECT NAME	SETTLEMENT TYPE	UNITS REQUIRED	PROJECT PACKAGING	PREP FUNDING APPLICATION
Rensburg Drift	Urban	1000		1000
Thembalihle	Rural	400		400
Chively	Rural	350		350
Owl and Elephant	Rural	400	400	400
Frère	Rural	400	400	400
Rama	Rural	500	500	
Papkulisfontein	Urban	400		
Bambanani Machunu	Rural	2000		2000
Msobotsheni, Engodini & Nhlawe	Rural	1000		1000
TOTAL		**6050**		**5550**

Source: Umtshezi Housing Sector Plan

A framework for the delivery of housing based on the Housing Sector Plan is presented on Map 21. While 2423 units are nearing completion (project close out), four other projects are currently under implementation, namely:

- Wembezi A with 515 units.
- Wembezi C phase 2 with 738 units.
- Kwanobamba phase 2 with 72 units.
- Kwezi Hostel Upgrade with 900 units.

The housing sector plan adopts a phased approach with the following being the first phase projects:

- Chively (350 units).
- Papkuilsfontein (400 units).

- Bambanani Machunu (1000 units).
- Msobotsheni, Engodini and Nhlawe (2000 units).

The first 2 projects are urban and have a total yield of 750 units, while the rural projects will deliver about 3000 housing opportunities. The second phase is planned as follows:

- Rensburg Drift (100 units).
- Thembalihle (400 units).
- Own and Elephant (400 units).
- Frere (400 units).
- Rama (500 units).

The SDF identifies areas for middle income and up-market housing as well as upgrading of informal settlements in nodal areas.

Economic Development Framework

Umtshezi LED plan adopts a sector based approach and identifies tourism, agriculture and manufacturing as the main economic drivers locally. The sector support approach is based on the assumption that economic growth can be driven by interventions in specific markets and sectors. The analysis typically makes use of an analysis of sector stakeholders, product development and selection, supply and value chains, markets areas and national and international trends.

An ongoing intervention would include clear identification of spatial development opportunities, regular communication with specific sector groups and in working with those groups to monitor changes in the sectors. The feedback mechanism will provide a mechanism to measure changes in the different sectors and to measure the impacts of various policies and interventions. All of the above are key in the uMtshezi area, in particular agriculture, industry and tourism (refer to Map 22).

Commerce and Industry

Estcourt

The Provincial Spatial Economic Development Strategy primarily identifies Estcourt as being:

- on the exiting N3 corridor;
- being a service node; and
- being part of a tourism corridor.

The area should be developed with infrastucture for the following sectors:

- Tourism: tourism spatial strategy indicates that the uMtshezi area is considered to contain cultural and eco-tourism opportunities. It is important that these opportunities are exploited as a substantial amount of national resources are channeled into the tourism sector.
- Industry: The area has potential to develop into a processing centre for the raw materials produced within the municipal area and beyond.
- Commerce: Estcourt serves as the main economic hub for the sub-region which includes almost the whole of Imbabazane Municipality and portions of municipalities such as Mooi-Mpofana and Msinga.

Weenen

Weenen is located along a primary corridor and currently serves as a commercial node for the surrounding farming and rural communities. The area has potential to consolidate its role as a commercial centre as follows:

- The town is surrounded by intensive agricultural operations which provide an opportunity for the development of packaging and limited processing industries.
- There is a need to promote intensification of agricultural production in the area. This includes provision of state of irrigation infrastructure.
- Regeneration of the urban centre so as to provide for the commercial development in and around the town.

Tourism and Leisure Development Areas

Developments that promote eco-tourism and leisure products should be promoted in the following areas:

- Area around the Wagendrift Dam, particularly along the proposed Wembezi-Estcourt Development.
- Conservation area to the south of the municipal area. This area has endemic specifies and is already being considered for the development of a game farm.
- Area being considered for the development of a big-five game reserve between Weenen and Etscourt. The development area may need to be re-configured so as to cater for the social development needs of the labour tenants and land restitution claimants.
- Heritage sites spread throughout the municipal area, particularly within Estcourt Town.

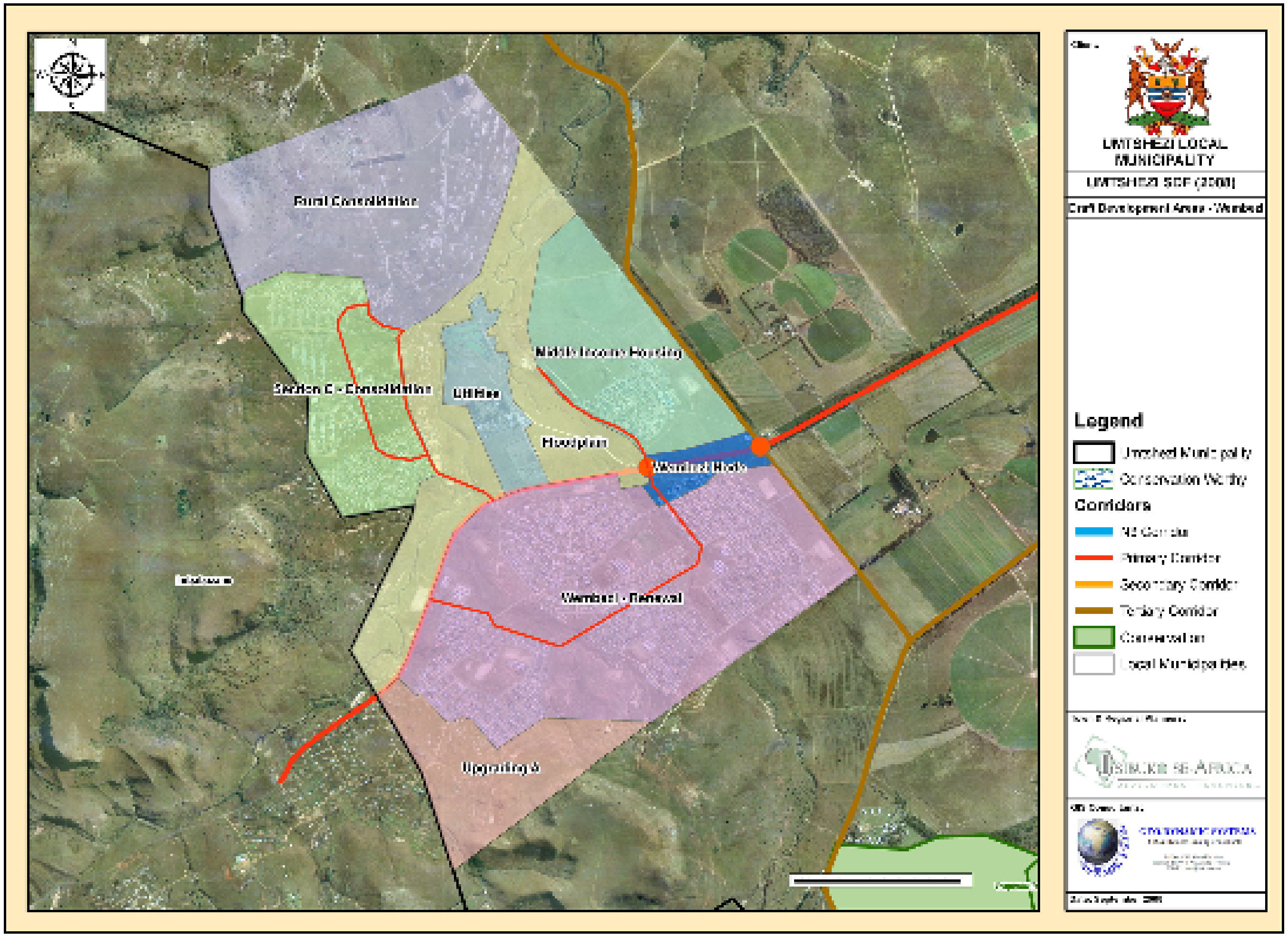
Urban Development Framework

Urban development program focuses mainly in the three urban nodes within Umtshezi Municipality, namely:

- Wembezi where the main focus on the initiation and implementation of an urban renewal program.
- Weenen where the main focus also on urban renewal and intensive urban agriculture.
- Estcourt where the main focus is on land use integration and developing the town into an efficient sub-regional centre.

Wembezi Urban Renewal

Wembezi Urban Renewal Program (WURP) is a project aimed at “renewing” or regenerating Wembezi Township as a means to improve the quality of life of the local community. The urban renewal programme’s objectives are:



☐ Initiate an Urban Renewal Program for the township as a means to transform it into an integrated urban settlement.
☐ Develop a community / neighbourhood commercial centre and a civic centre at the north interchange.
☐ Promote development of middle income housing as a means to improve buying power.
☐ Upgrading of informal settlements and managing rural/urban interface.
☐ Upgrading of the cemetery
☐ Consolidation of the rural settlement into a sustainable human settlement.
☐ Promote community gardens as a means to ensure food security and address poverty.

The overall objectives of the URP are to enable systematic and sustained interventions to alleviate poverty and significantly address under-development and socio-economic exclusion. Its specific objectives include to promote local economic development; to relieve poverty and unemployment; to provide a safe and secure environment by fighting crime; to support education, training and skills development; to create a quality urban environment where people can live with dignity and pride; to develop efficient, integrated and user-friendly transport systems; and to create job opportunities through the Extended Public Works Programme (EPWP)

○ To address poverty alleviation and underdevelopment by focusing the resources of all of government in the area with the aim being to improve the quality of service delivery to the poor.

○ To achieve increased equity by bringing the previously excluded communities closer to economic and social opportunities.

- To encourage socially cohesive communities, who are viable, safe, mutually supportive, productive and involved.
- To improve living standards, quality of life and create prospects for a better life for the township residents.

Based on abroad overview of the development challenges in the area, it is suggested that WURP should focus on the following:

- the development of new and improvement of the existing infrastructure such as the resurfacing of roads and building of pavements;
- implementation of an environmental program intended to create a balanced environment where development does not compromise the quality of the environment;
- social upliftment through the upgrading of dilapidated houses, upgrading of informal settlements and development of the area into a sustainable human settlement;
- development of Wembezi into an integrated community through the creation of opportunities for middle income housing development;
- consolidation of the community through the development of social infrastructure such as sports complex, community centre (Thusong Centre), and taxi rank;
- the development of the local economy through job creation and Small, Micro and Medium Enterprise (SMME) projects, like grass-cutting and the setting up of vegetable gardens and agriculture projects; and
- creating an environment conducive for private sector investment through unlocking strategically located land for commercial development in support of Wembezi and portions of Imbabazane Municipality.

Weenen

Weenen is identified in the in the SDF as a secondary node or an urban community centre. Weenen, a previously economically thriving little town has over the last few decades experienced a sharp decline and decay. As already indicated, this is suggested by an apparent dominance of poorly maintained buildings, deteriorating infrastructure and lack of new investment. The key challenge is to reverse this trend and reposition the town as a rural service centre, community commercial centre and an agricultural town serving the surrounding land reform projects and the existing Weenen community. As such, future spatial development in Weenen should focus on the following:

- Spatial integration of Weenen and Nobamba. The latter was established as an emergency camp in the 1960s, but has since developed into a relatively large urban settlement. It is located approximately 10km from Weenen. Spatial integration may include the upgrading of community facilities located between the two areas, development of community gardens along the road to Kwanobamba, etc.
- Amendment of zoning and land use controls applicable to the large residential properties so as to accommodate future need

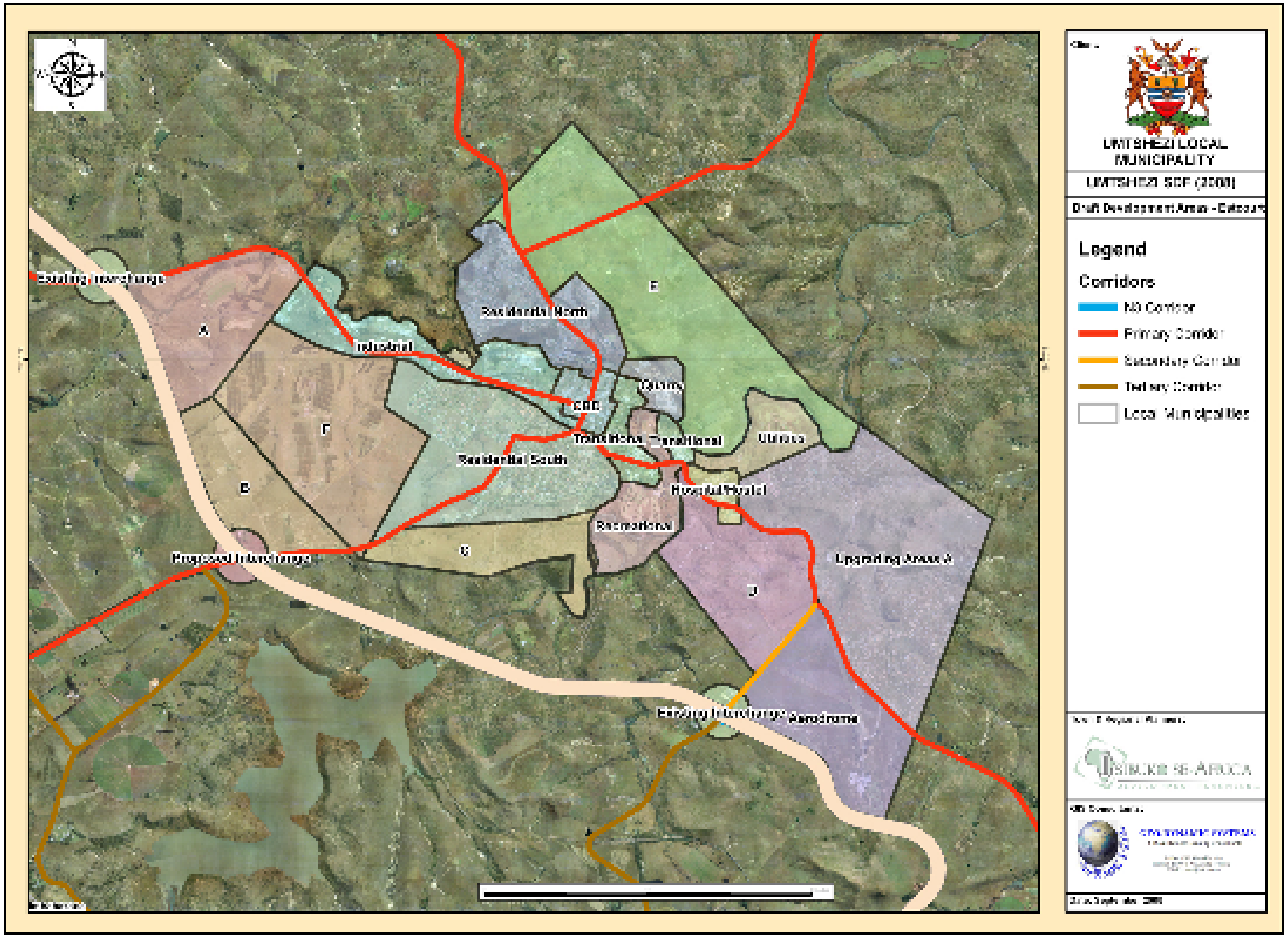
for residential properties. Effectively, this means that in the short to medium term, residential development should occur in the form of densification and infill using these properties.

- Urban renewal focusing mainly on infrastructure upgrading and maintenance, refurbishment of existing buildings, delineation of flood lines, upgrading the image of the town, and promoting new investments.
- Mixed land use corridor development linking the two commercial nodes. The corridor is located along the main road and should thus be undertaken with due cognisance of the requirements of the Department of Transport (DOT). The corridor has potential to integrate the two areas and provide for the processing or packaging of local agricultural products.
- Developing the small sub-divisions into viable intensive crop production and general agricultural entities. This includes the development of an irrigation system linked to the Bushman's River. It is understood that most of this land is subject to land restitution claims. Therefore, the target beneficiaries should be the land restitution claimants. The maintenance of the existing canal system is the responsibility of Umtshezi Municipality.
- Integrated environmental management system which includes the Bushman's River system, open space system and environmentally sustainable development.
- While Weenen town centre should serve as the main commercial area, the node along the main road should be consolidated as a civic centre for the delivery of social services. The area should be considered for the location of various government services and a tourism information office.
- The urban boundary should be redefined to include the urban built-up area and the immediate small agricultural lots which are proposed for future residential development.

Estcourt

Estcourt is identified in the SDF as a sub-regional centre (primary node), and a constituent part of Uthukela economic system. Its threshold extends beyond the municipal area and includes portions of Imbazazane and Mooi Mpofana Municipalities. Future spatial planning and development in the area should focus on the following:

- Defining a clear urban edge (fence) as a means to contain urban sprawl and promote urban densification, while also integrating the town functionally to the N3 national corridor.



☐ Strengthen functional link between Estcourt Town and the N3 through mixed land use development in all interchange areas and open land along the N3.
☐ Promote upmarket housing developments on Area C with fantastic views of the dam and the N3.
☐ Promote redevelopment of the industrial area into a mixed land use activity corridor.
☐ Initiate CBD regeneration program as a means to improve character and image of the town. I
☐ Promote densification through redevelopment, cluster housing, etc.
☐ Define urban fence as a means to manage rural urban interface and curb low density urban sprawl
☐

☐ Land along Umtshezi River should be developed as a green corridor comprising of active open space or recreational areas and urban agriculture.
☐ The waste disposal site located to the south of the landing strip should be relocated to pave way for the upgrading of the landing strip and development of the area as a mixed land use precinct.

- Settlement such as Rensbergdrift located just outside the current scheme boundary poses a serious threat to this ideal, and should be controlled.
- Land located between the railway line and the river from the CBD to Estcourt North off-ramp should be planned and developed as a mixed land use activity corridor. The area has potential for a system mix of industrial, commercial, residential and other types of land uses. The main road services as a spine and is not subject to limited access controls (at least within the TPS area).
- In regenerating the CBD the Municipality needs to focus its energy on a series of principles which should be regarded as the major components of urban regeneration in CBDs. These principles are include establishing effective CBD management systems, building public confidence in the CBD, creating an attractive public environment; promoting new markets and the 24-hour CBD; and focusing development energy into specific areas so as to obtain the maximum benefit.
- Future residential development in Estcourt should provide for the delivery of a range of housing products with a particular focus on opening housing opportunities for the poor in close proximity to employment and social opportunity areas. Te plan identifies at least three areas for future residential development.
- Upgrading of the existing informal settlements (using the housing delivery program) so as to curb uncontrolled future expansion. The municipality should develop and implement a policy to address land invasions.
- Direction of growth should move towards the N3 so as to seize the development opportunities the N3 presents to Estcourt and create a strong functional linkage between the N3 and the town. As such, all the N3 off-ramps have been identified as potential missed land use nodes with Estcourt South having potential to develop into a light industrial node.
- Development of an integrated open space system focusing mainly on the integration of open space and its use to promote integrated and sustainable development. This includes a clear identification of green corridors and a formulation of rules to govern development along these areas.
- Urban agriculture in selected areas, particularly along the Umtshezi River. Areas not suitable for development or that may not be required for development in the short to medium term should be left as agricultural (grazing) areas.

Land Use Management Framework

The primary aim of the Land Use Management Framework (LUMF) is to bridge the gap between the Integrated Development Plan and the detailed requirements of land use management applied at municipal level. Although it is not a legal requirement, it is an important aspect of spatial planning. It provides for the refinement of the SDF, identification of areas that require different levels of detail in terms of land use schemes and the formulation of broad principles to guide the development of land use schemes. It enables development control, at differing levels of complexity, to extend over rural areas, and giving property owners, developers and the authorities a clear point of reference from which to manage the conservation and development of land.

Umtshezi Land Use Management Scheme would be based on both policy and zoning system. Land use policies would be developed mainly for agricultural, conservation and settlement areas while zoning system would be used primarily in the urban areas. This will occur as follows (refer to Map 25):

- A comprehensive Land Use Scheme (LUS) for Estcourt Town.
- A primary Land Use Scheme for Wembezi and Weenen.
- Elementary schemes for the settlements areas.
- Environmental Management Overlay as a means to integrate environment management into the administration of the scheme. This overlay will identity and introduces controls that apply specifically to the environmentally sensitive areas.

A parent zone refers to an area that is set aside for a particular bundle of land use rights. They identify land set aside for different land uses, and form the basis for the identification of sub-zones (districts) based on potential impact and intensity of development. Ideally, there should be a continuum of land use districts ranging from intrusive and high impact uses to low impact uses.

Land Use Scheme may also identify special zones as a means to enable the municipality to manage land developments with unique or specific characteristics and where a proposed land use does not comply with the standard zones. As a key aim of a Scheme is clarity, the use of Special Zones should be kept to a minimum. Besides Special Site Planning Areas that would have controls for the duration of the development, all other Special Zones should be temporary mechanisms with the specific intention that they will be incorporated into a scheme during the regular scheme review process. Land reform projects are specifically identified as special zone areas for the following number of reasons:

- They planned settlements and/or land use areas with an approved plan.
- They are established outside of the LUMS framework through a piece legislation that is not administered by the municipality.
- In most instances, actual development on the ground does not follow the provisions and stipulations of the plan.

Within a zone a municipality may wish to provide for different intensities of development, over fairly large areas or relatively small areas. The intensity of development can be described in a number of ways, including density (in terms of number of dwelling units per hectare), minimum lot sizes, bulk (in absolute terms, or as a composite of coverage) and height.

The scheme shall make provision for at least four types of development rights, namely:

- Freely permitted: This category includes land uses that are considered to be compatible with the surrounding land uses and which may be permitted by the municipality.
- Development Permit: This category includes compatible and/or ancillary uses considered to be low impact uses that require limited procedural mechanisms for consideration. The procedure usually involves obtaining written consent from the neighbours or community consent.

- Special Consent Use Permit: This category includes ancillary uses that might have a more intrusive impact and may require special conditions to protect the amenity of the area or mitigate the impact of the proposed use.
- Prohibited Uses: This category includes land uses which are considered to be incompatible with the surrounding land uses, and which a municipality is precluded from considering.

The municipality will make use of an overlay to depict an area of environmental importance or an Environmental Service Area where it is appropriate to zone an area for a particular use but where additional controls are required to sustain the provision of specific environmental services in an area. The use of the overlay implies that there will be an element of management applied to the affected area. The area depicted on an Environmental Service overlay may not be based on cadastral base, but factors such as extent of flood line. Areas to be depicted on an Environmental Service Overlay include:

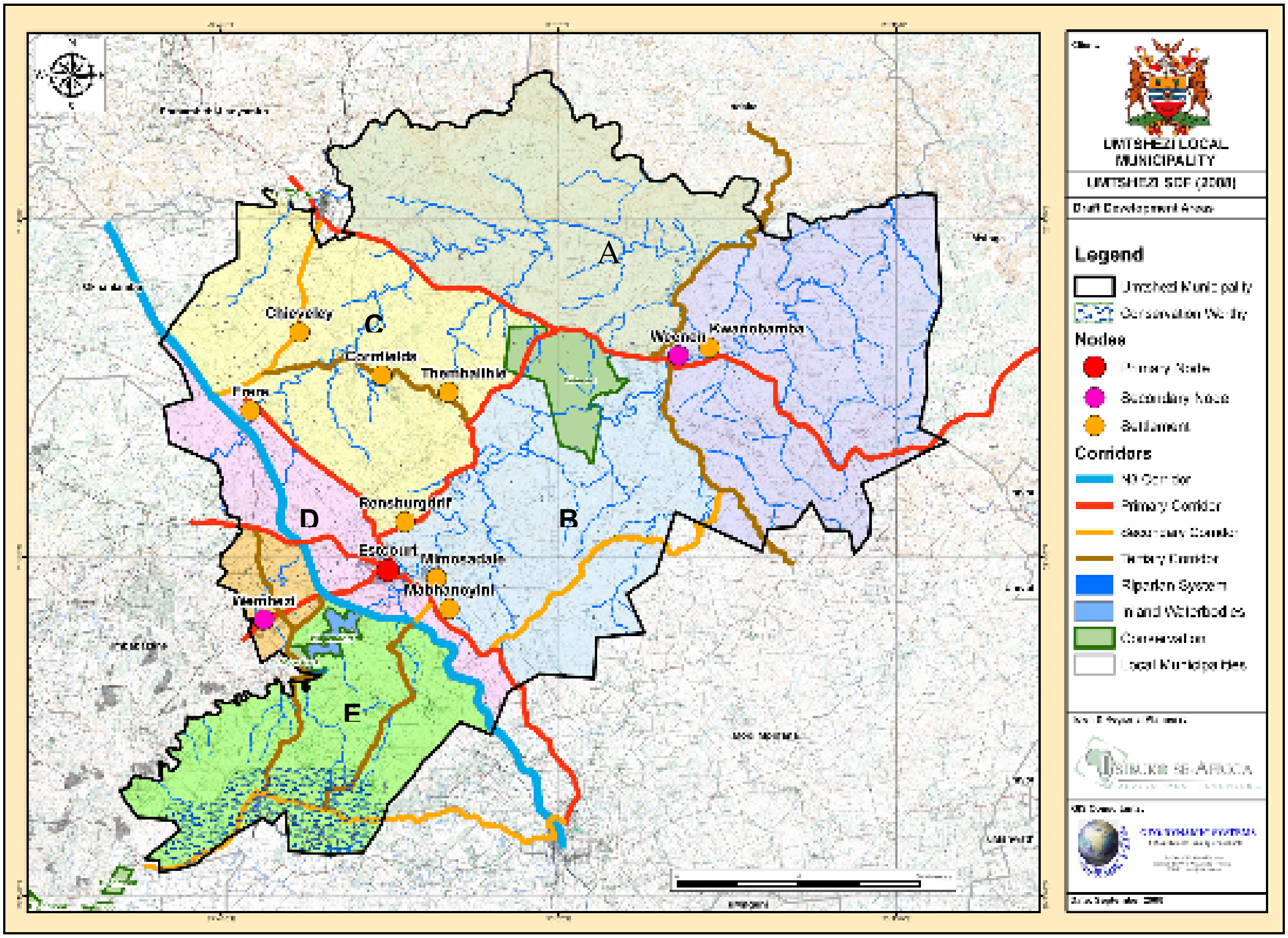
- Open space systems including fully functional, partially functional, and isolated areas, water courses, wetlands
- Areas of indigenous vegetation, breeding sites, etc.
- Other elements as determined by the municipality concerned e.g. sites of cultural or archaeological significance
- Catchment management areas and areas of bio-diversity.

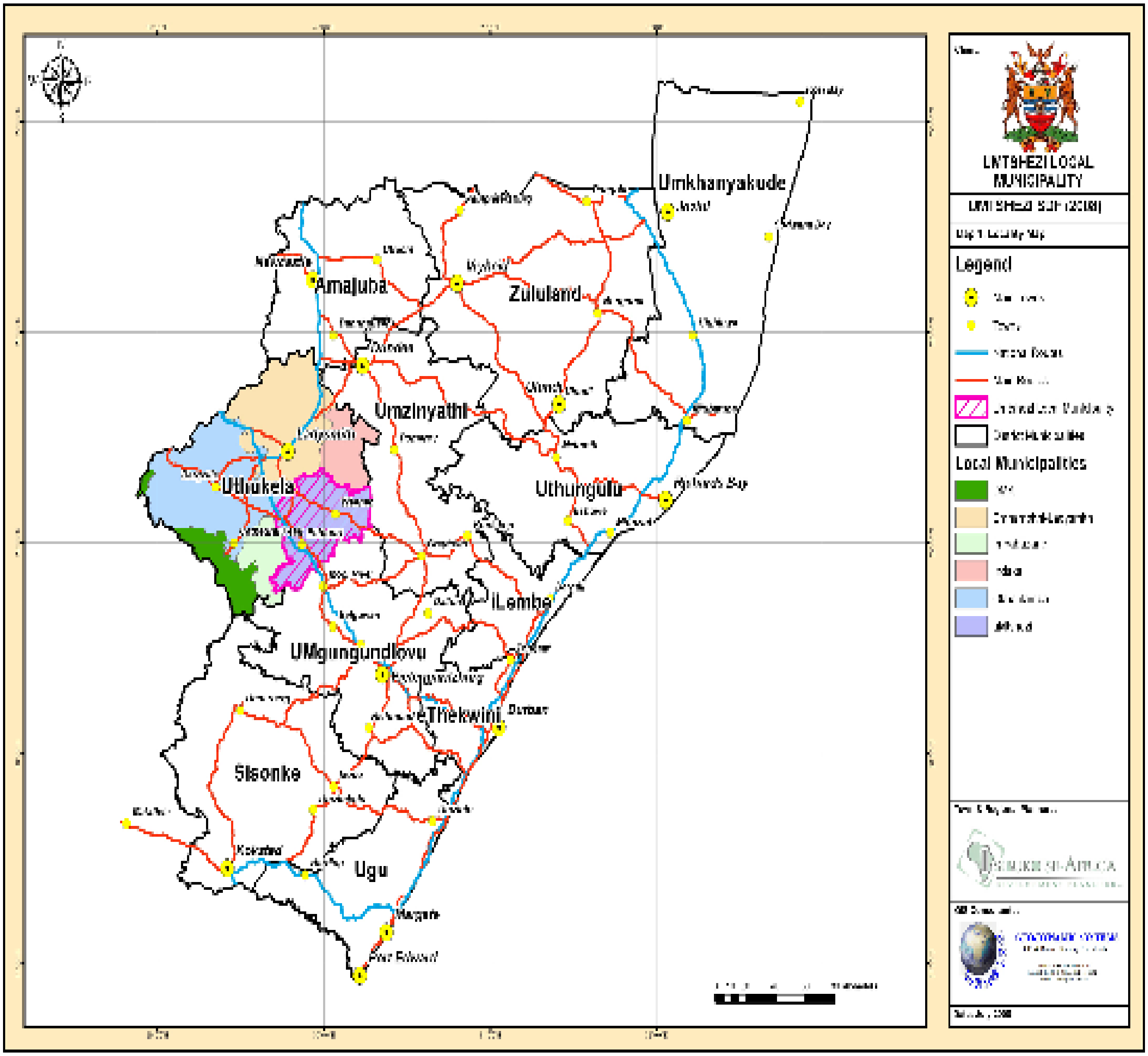
The LUS should define and introduce measures to conserve high potential agricultural land. An agriculture parent zone has, as its primary aim, the identification, protection and reservation of land which has agricultural value and that should be optimally utilised in accordance with national and provincial legislation, policy and guidelines related to sustainable development, agricultural production and use and or protection of natural resources. It may include the following sub-zones:

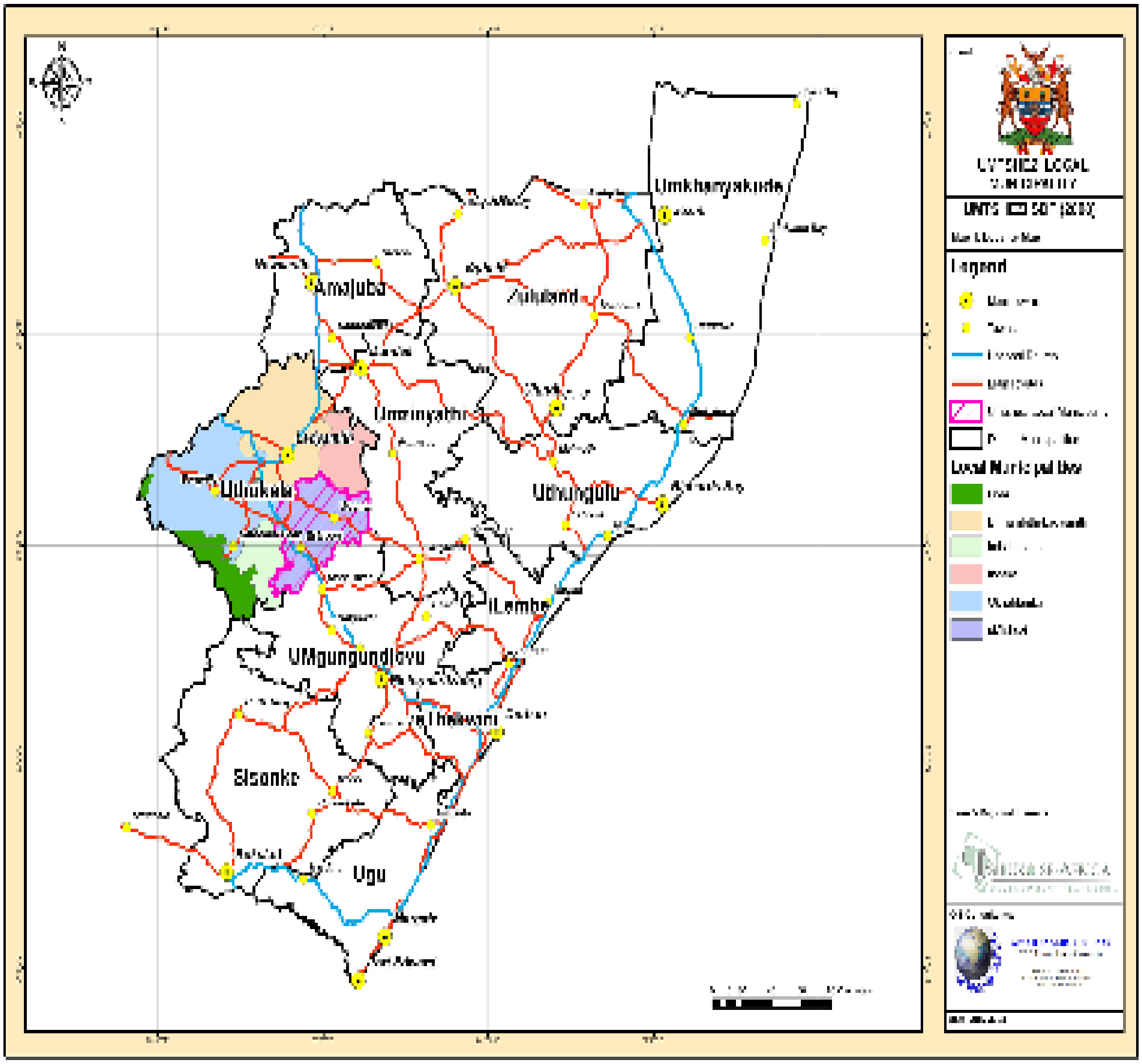
- Agriculture only zone where the primary use is agriculture and buildings ancillary thereto.
- An agricultural zone where low impact non-agricultural uses and activities (agri-tourism, limited processing, etc) may be allowed, but the primary use remain agriculture
- Agriculture zone where a range of non-agricultural uses (e.g agricultural industry such as milling, game farming, themes estates or resorts, etc) with potential to impact on agricultural practices may be permitted.

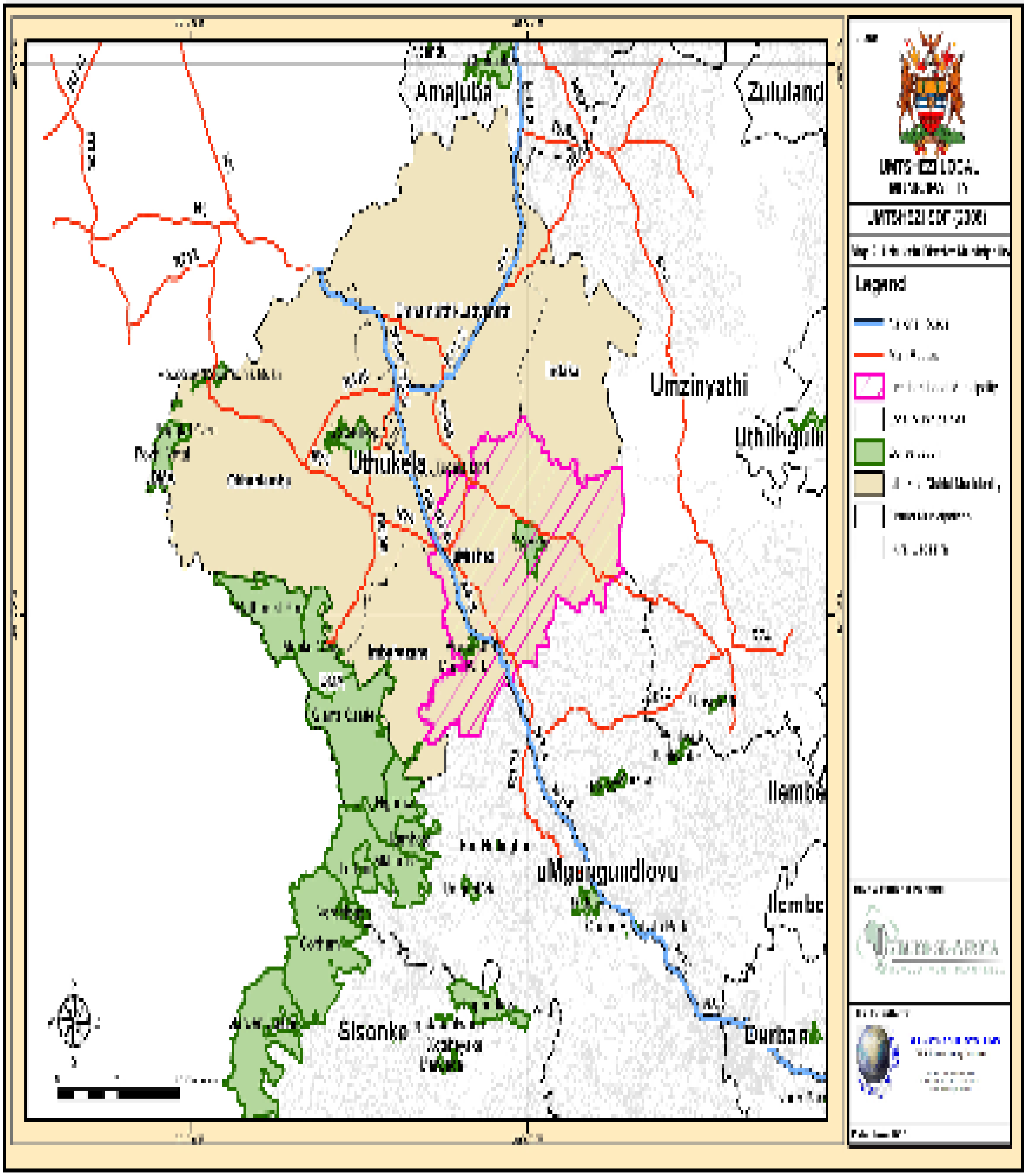
A consolidated spatial development framework for Umtshezi Municipality is presented on Map 26.

Development Areas

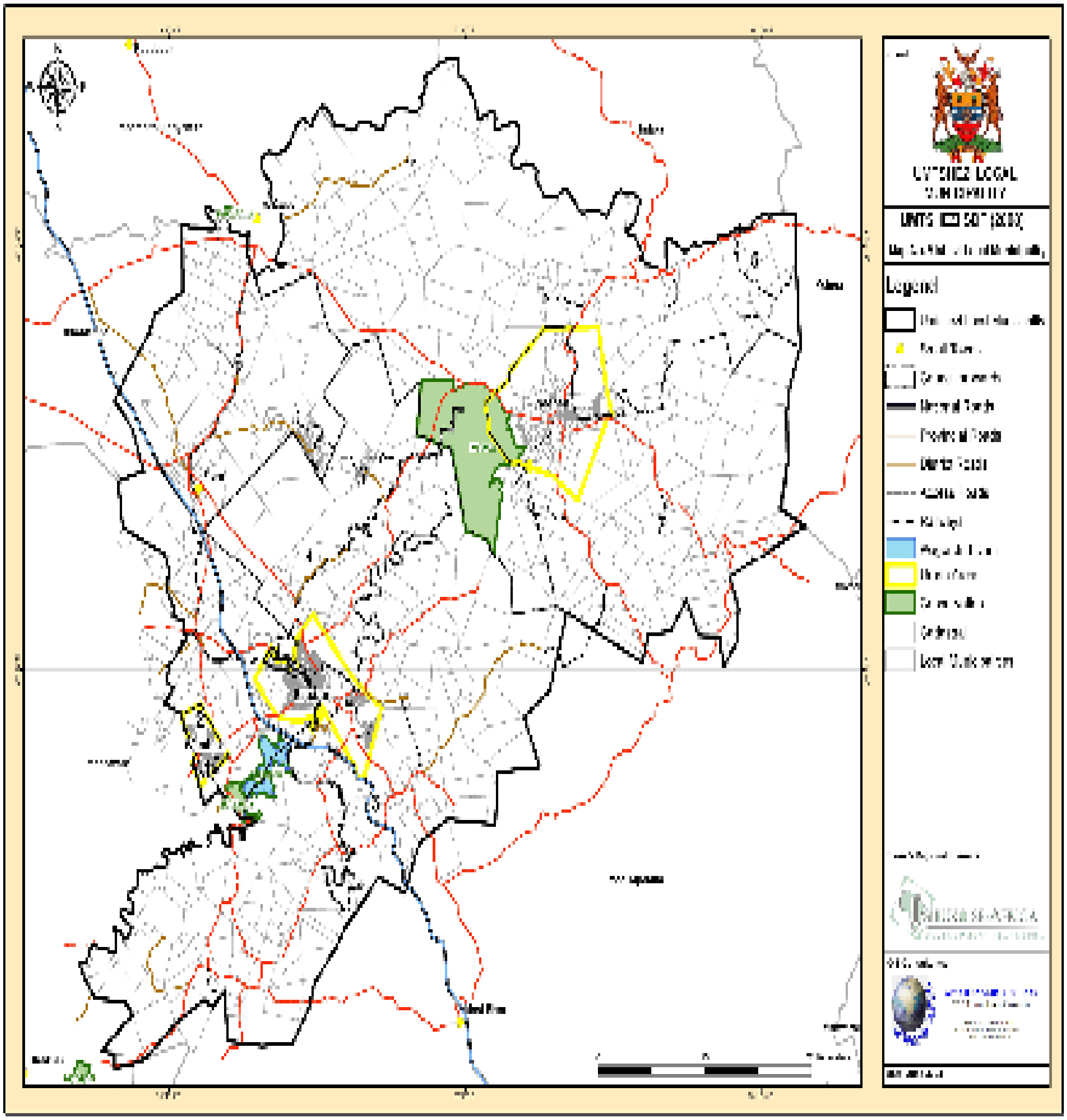


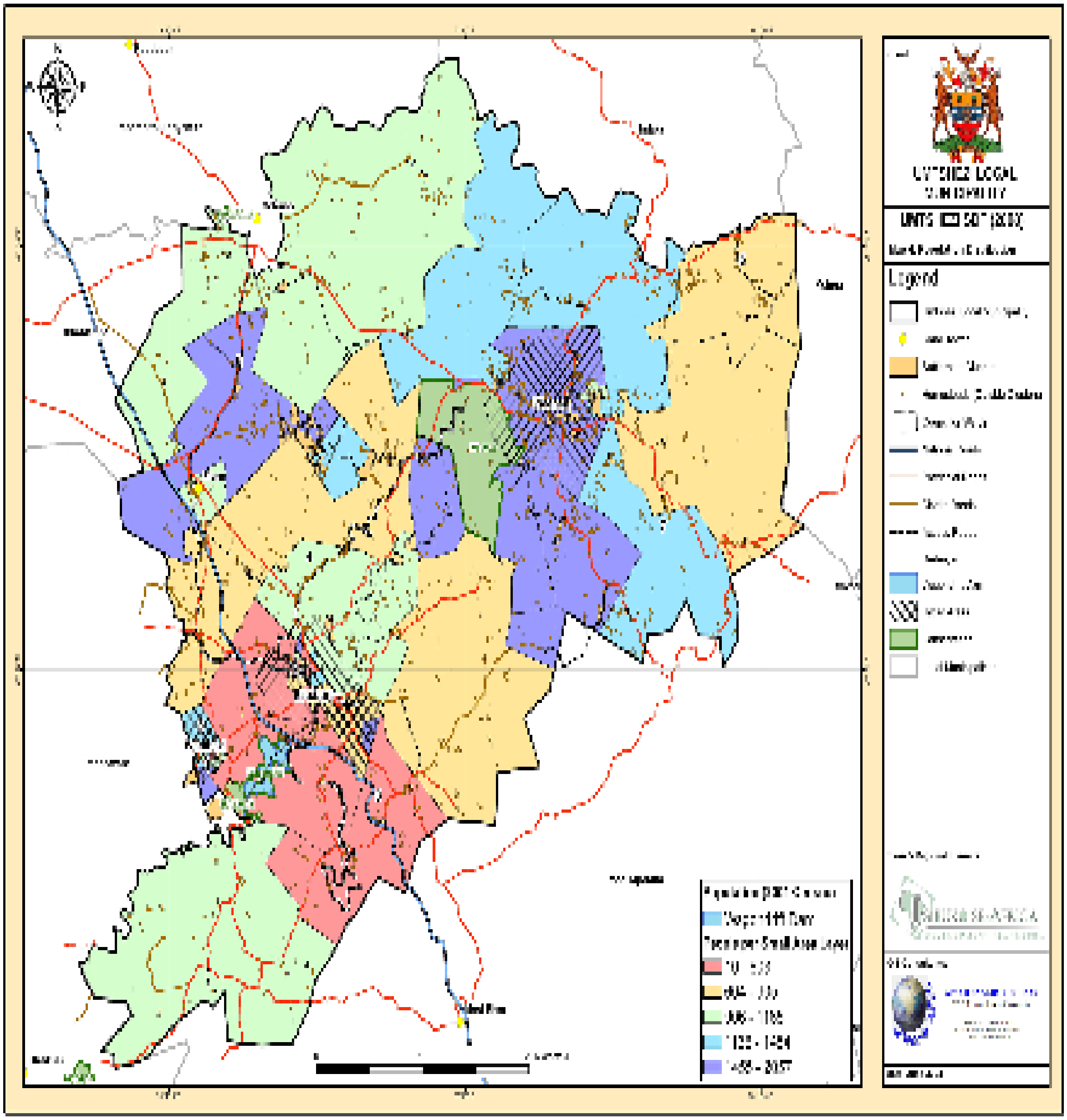

UMTSHEZI LOCAL MUNICIPALITY
UMTSHEZI SDF (2008)
Legend
Local Municipalities
Umkhanyakude
Amajuba
Zululand
Umzinyathi
Uthukela
Uthungulu
iLembe
UMgungundlovu
eThekwini
Sisonke
Ugu
Newcastle
Richards Bay
Durban
Pietermaritzburg
Kokstad
Margate
Port Edward


Umkhanyakude
Amajuba
Zululand
Umzinyathi
Uthukela
Uthungulu
iLembe
UMgungundlovu
eThekwini
Sisonke
Ugu
Legend
Local Municipalities

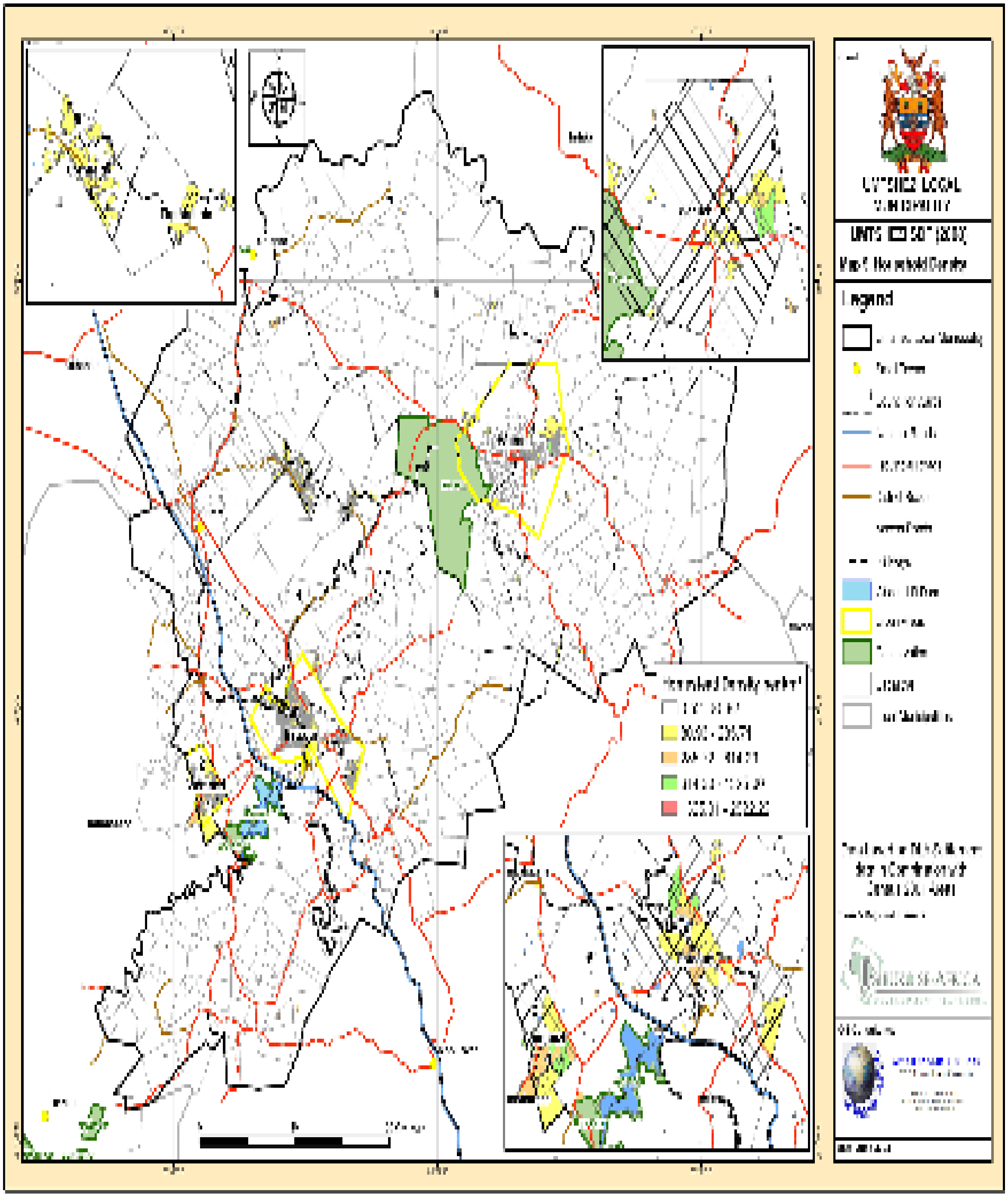


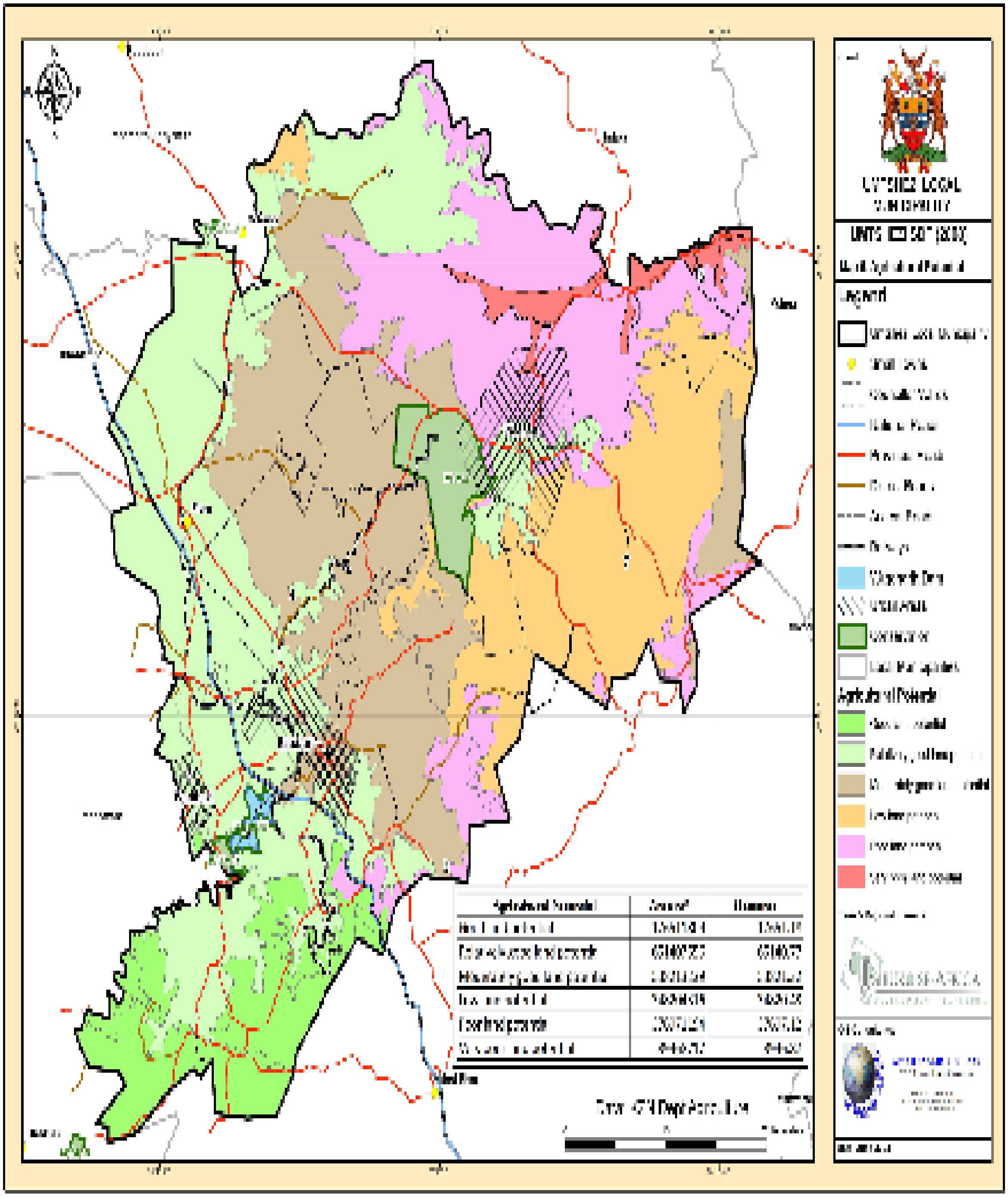
Amajuba
Zululand
Umzinyathi
Uthukela
Ilembe
uMgungundlovu
Ilembe
Sisonke
Durban
UMTSHEZI LOCAL MUNICIPALITY
UMTSHEZI SDF (2008)
Legend

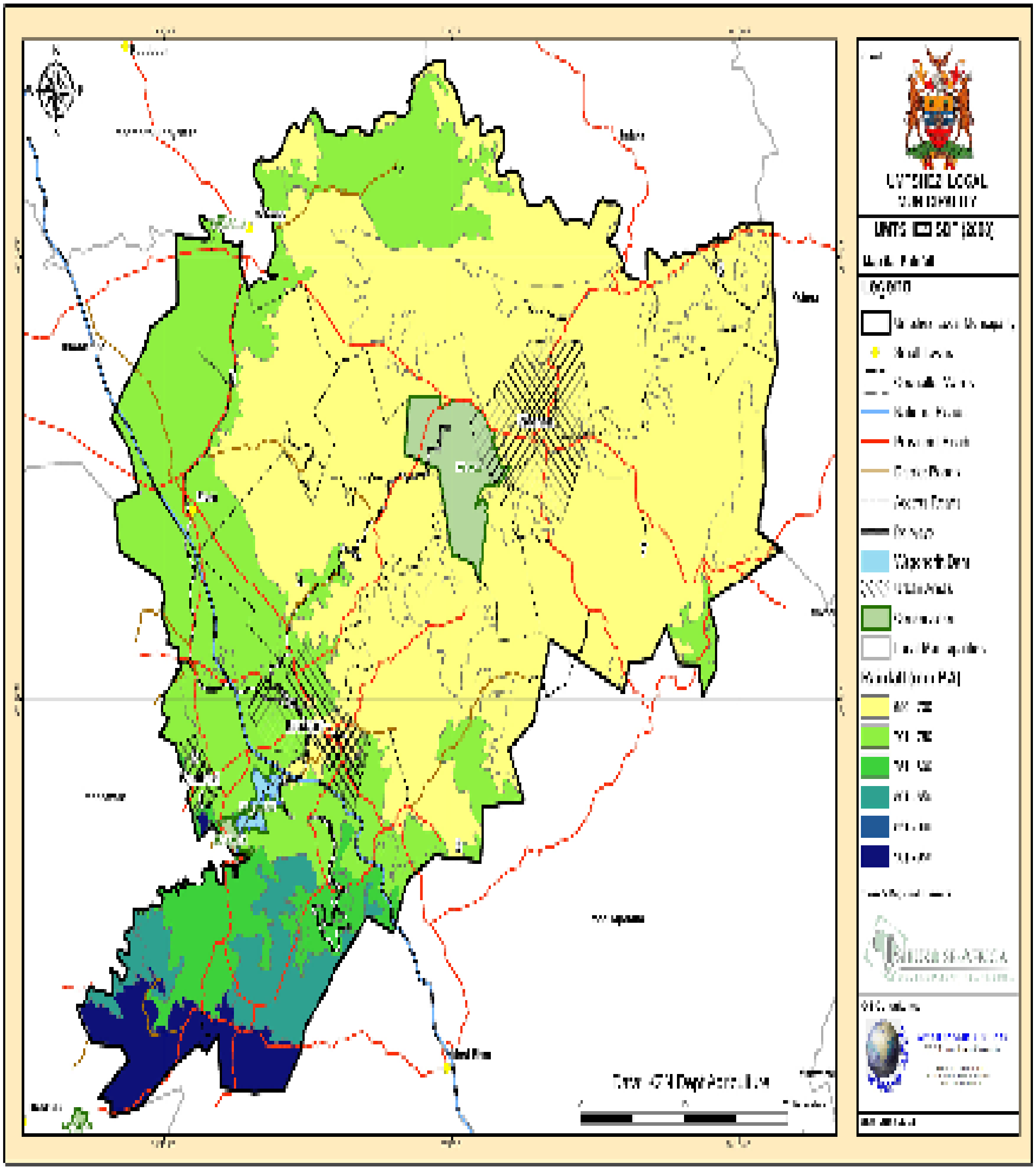

Legend
National Roads
Provincial Roads
District Roads
Railway

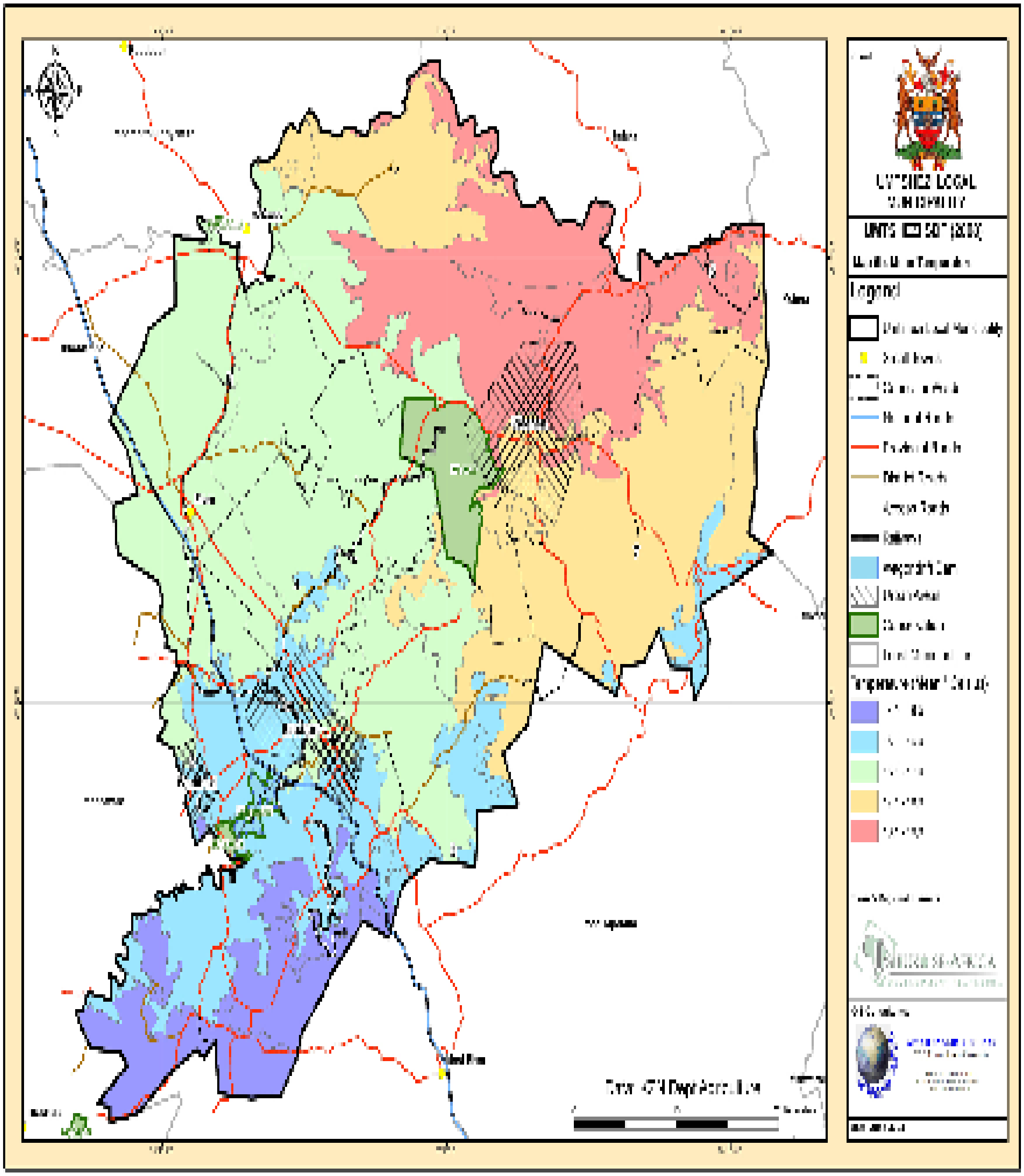


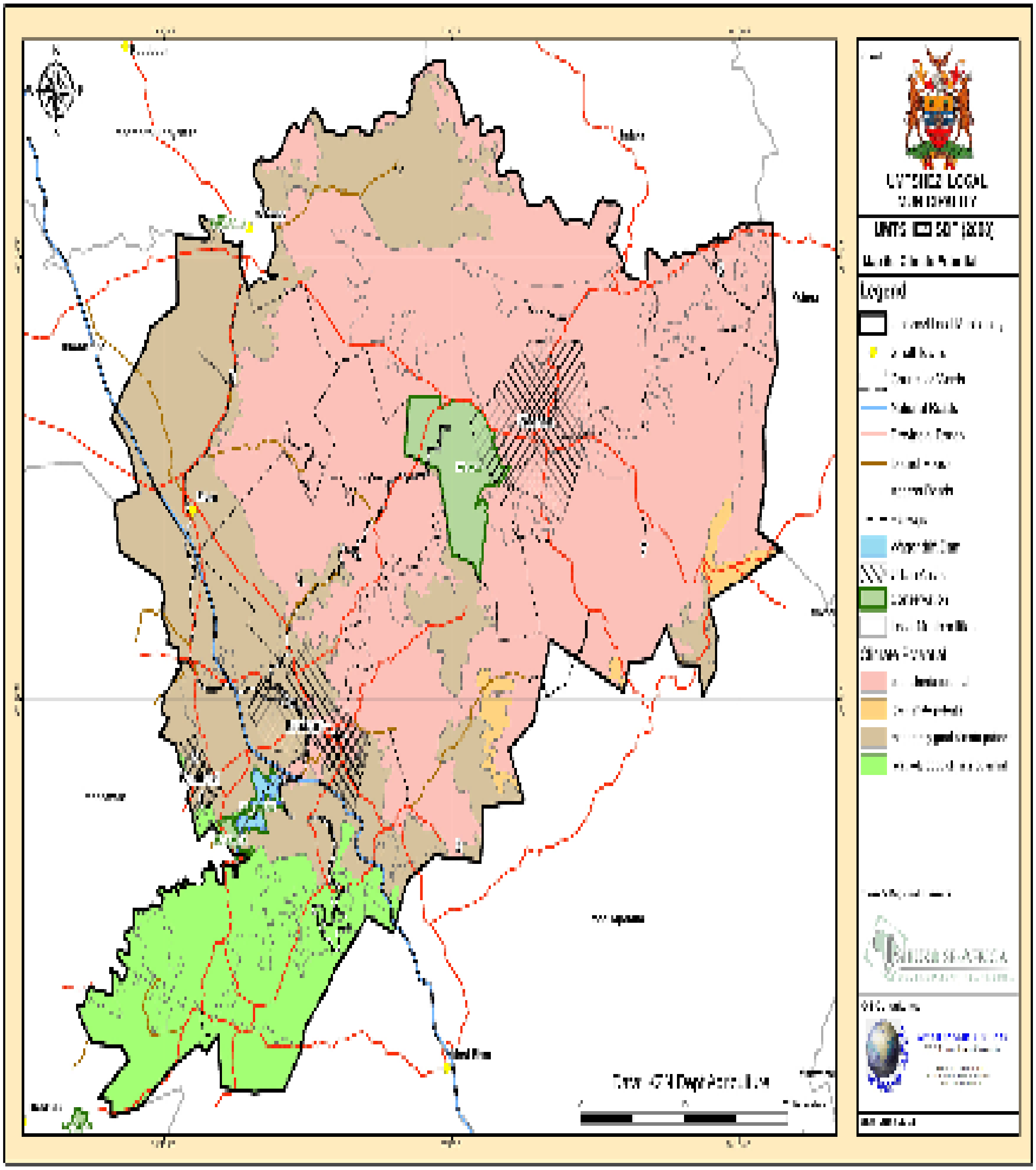
UMTSHEZI LOCAL MUNICIPALITY
Legend
Population 2011 Census
1122 - 1484
1485 - 2057

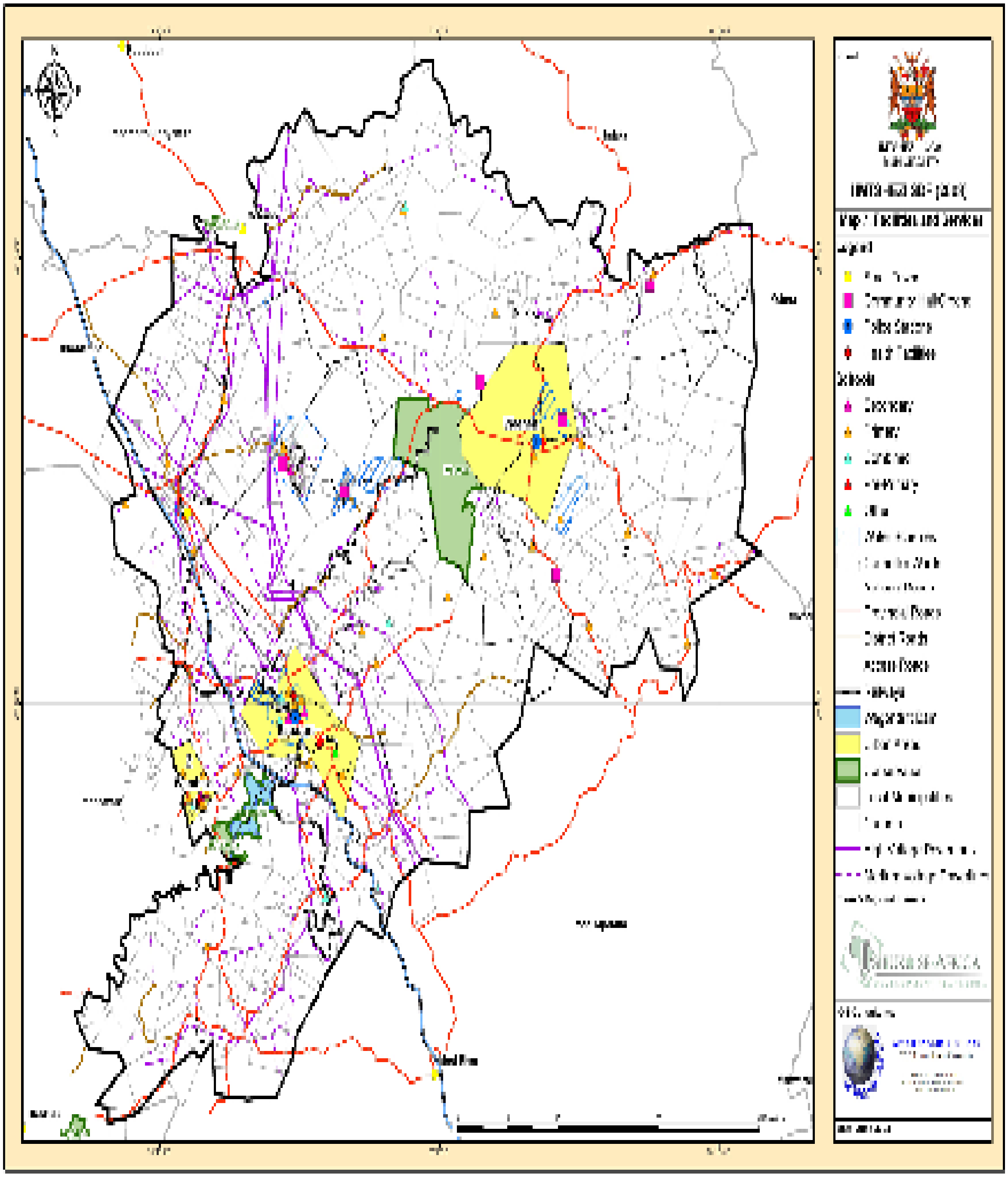

Legend

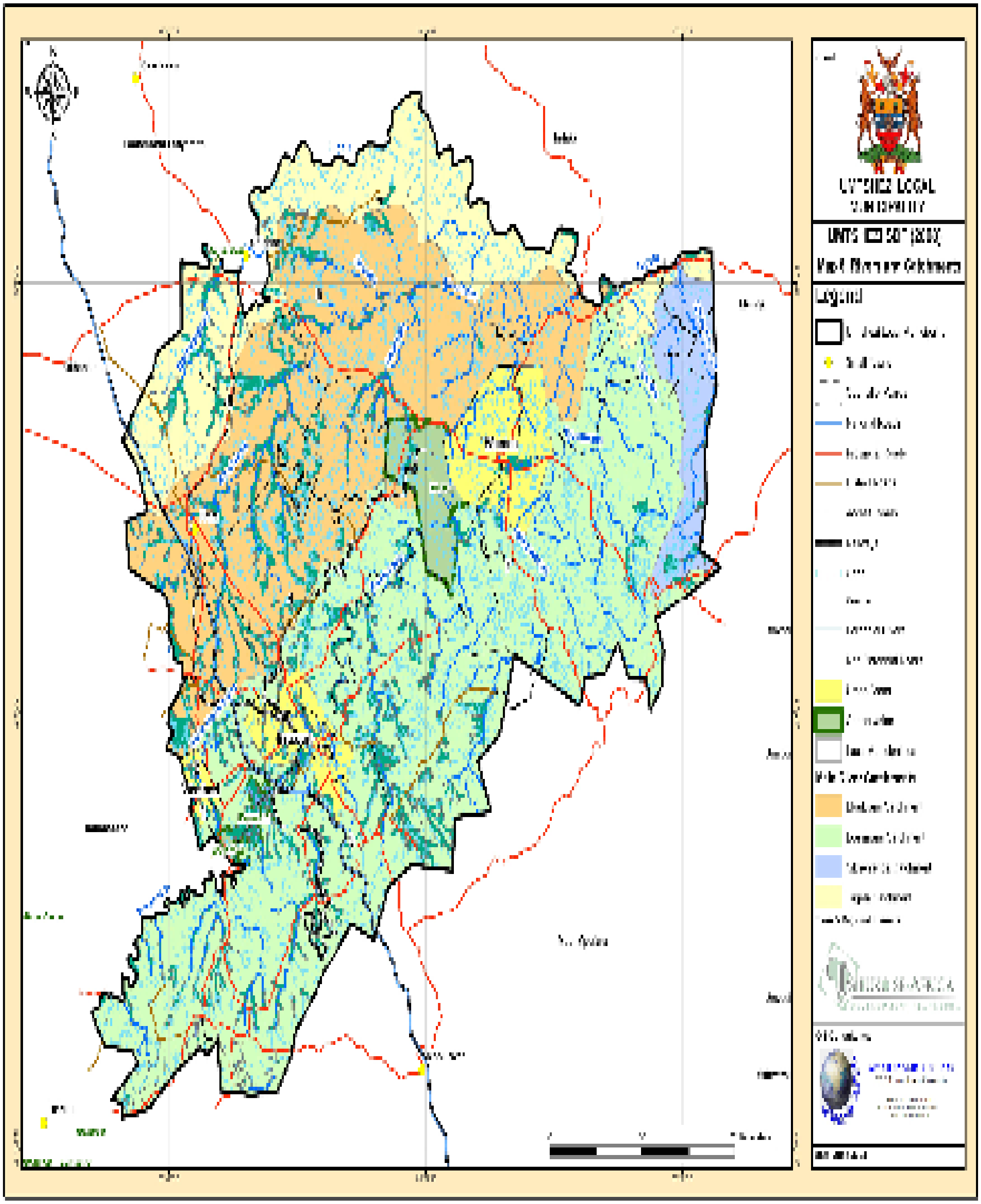


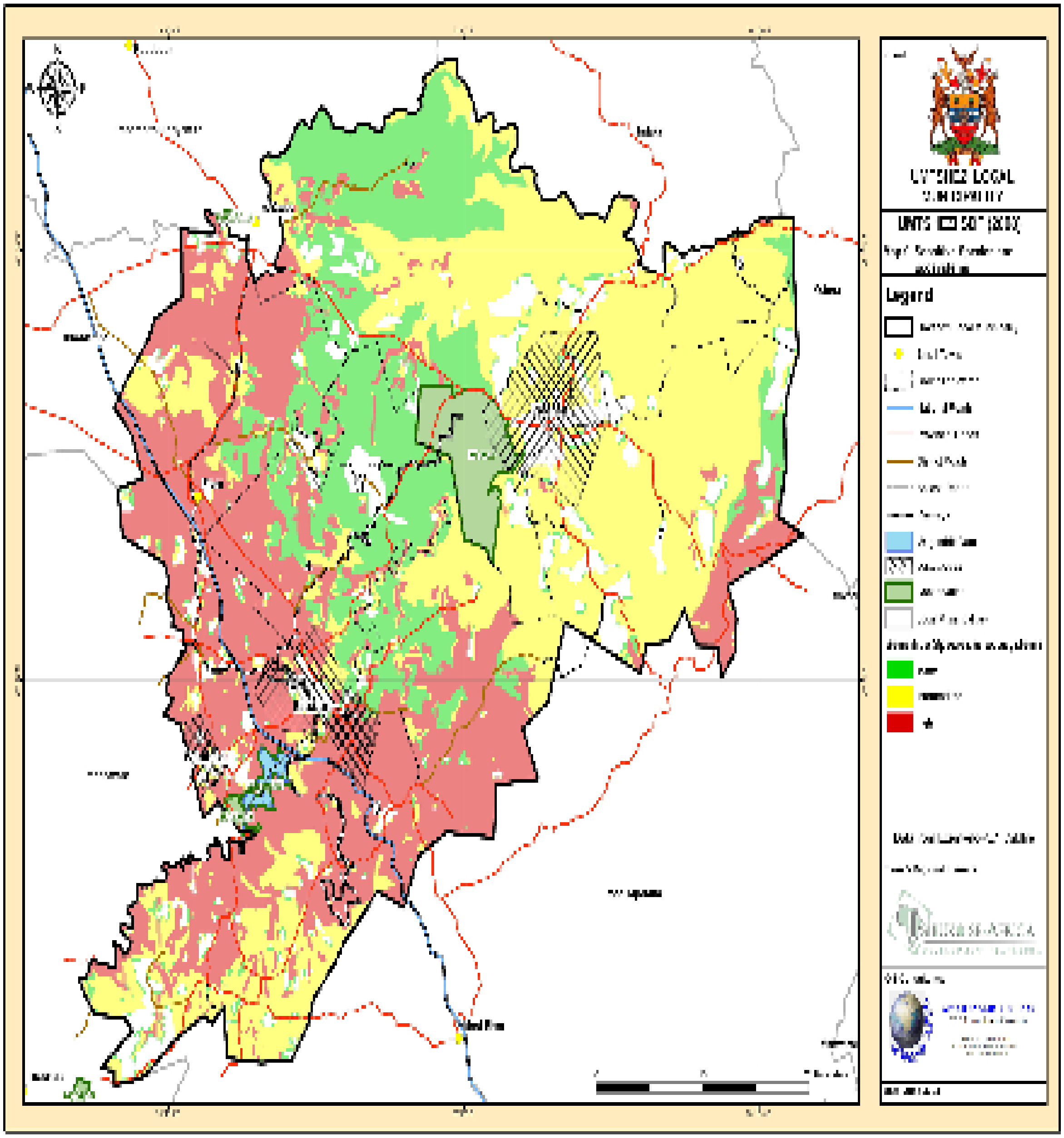

UMTSHEZI LOCAL MUNICIPALITY
Legend
Provincial Roads
Urban Areas
Local Municipalities

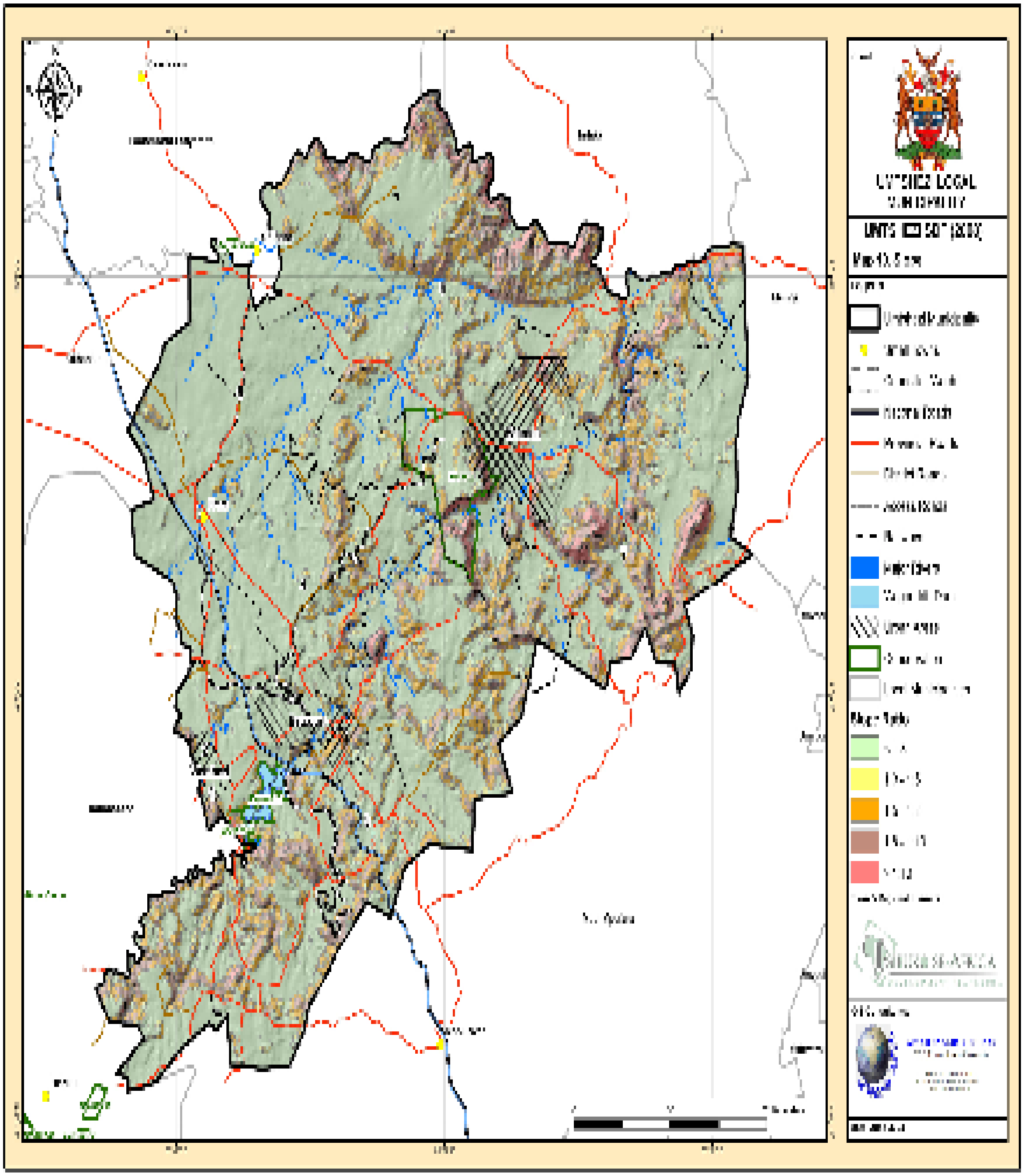

Legend

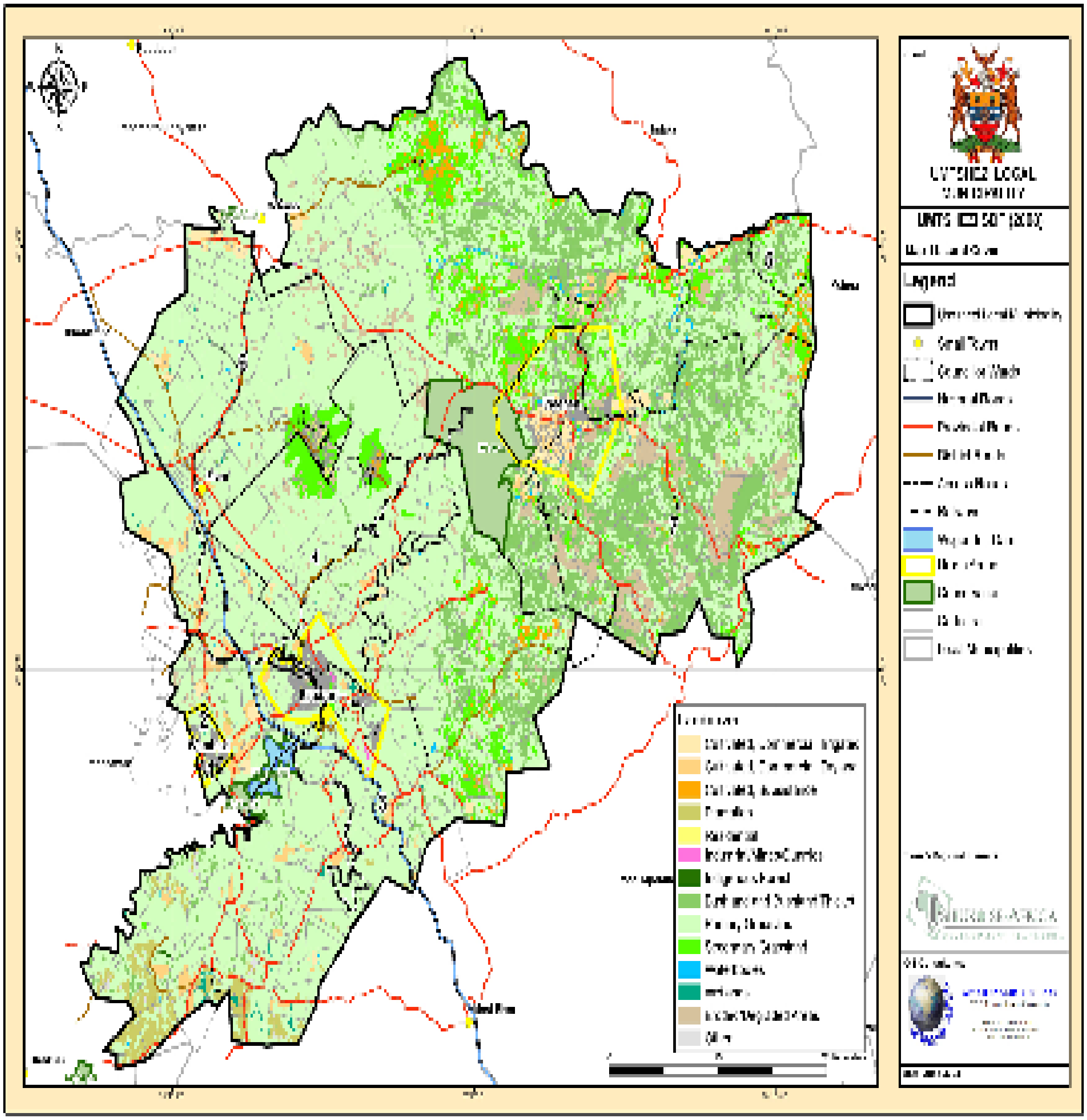

Legend

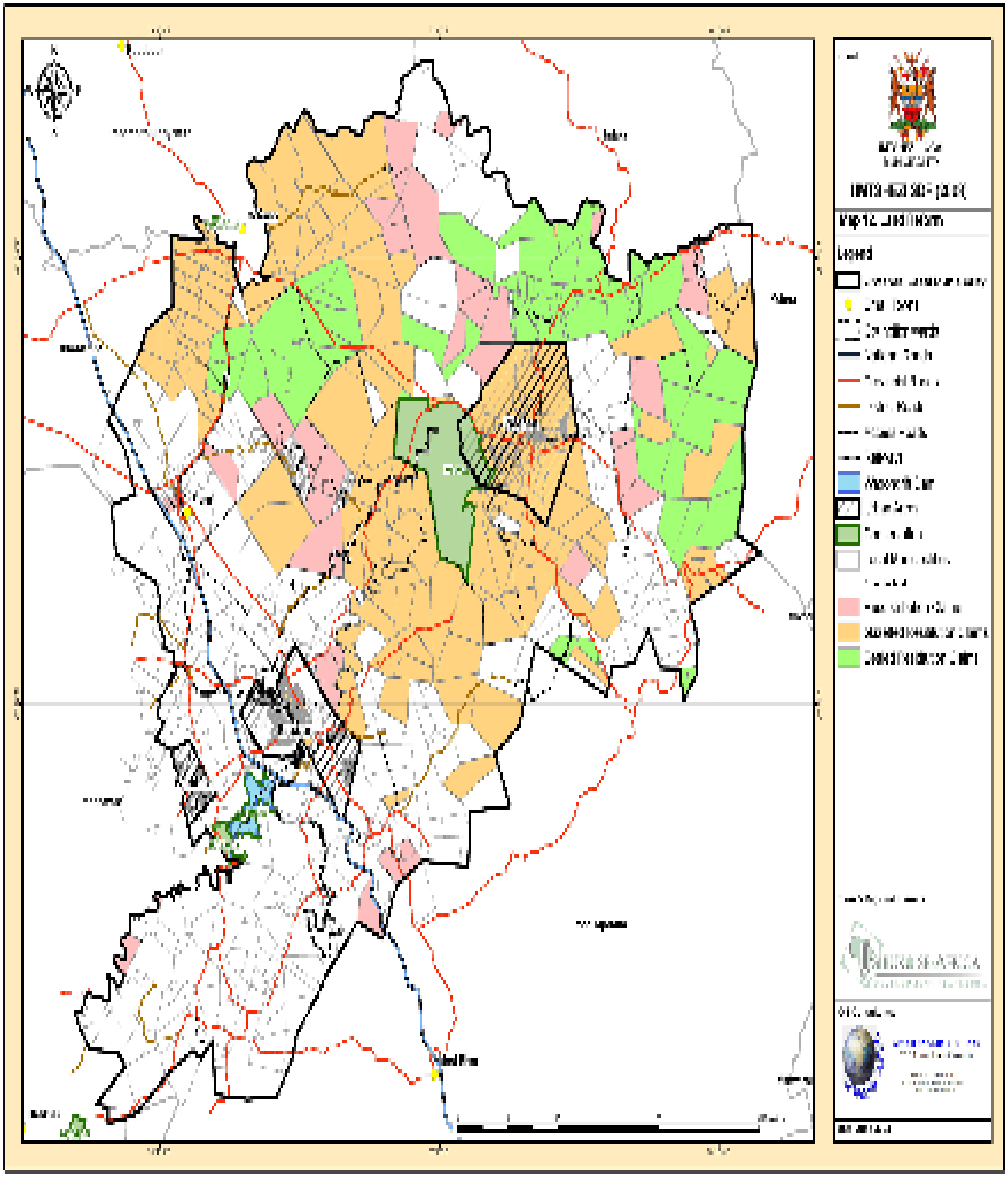

Legend
Community Hall/Centre
Police Stations
Schools
Secondary
Primary
Combined
Other
Local Municipalities
High Voltage Powerlines
Medium Voltage Powerlines

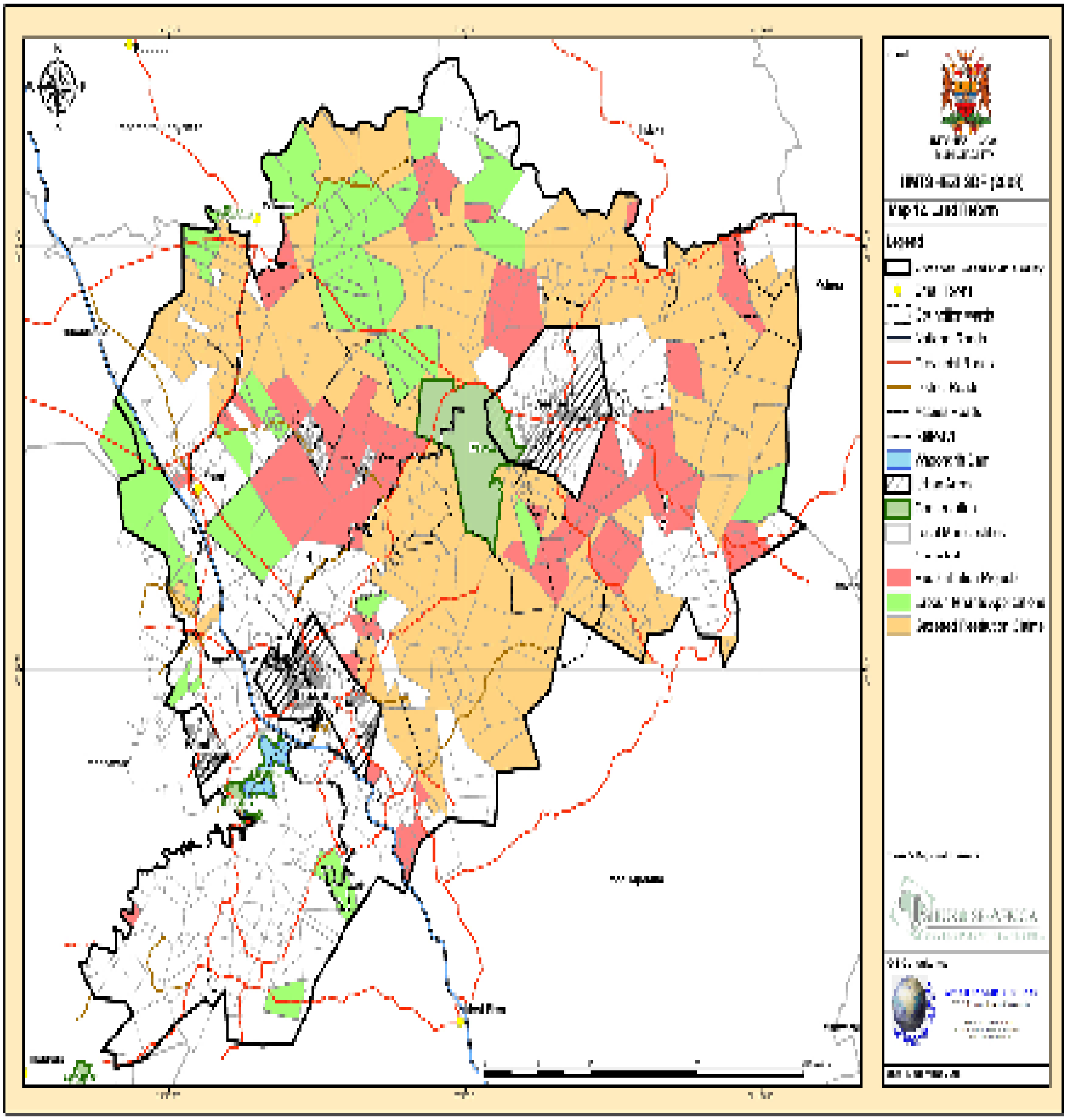

UMTSHEZI LOCAL MUNICIPALITY
Legend

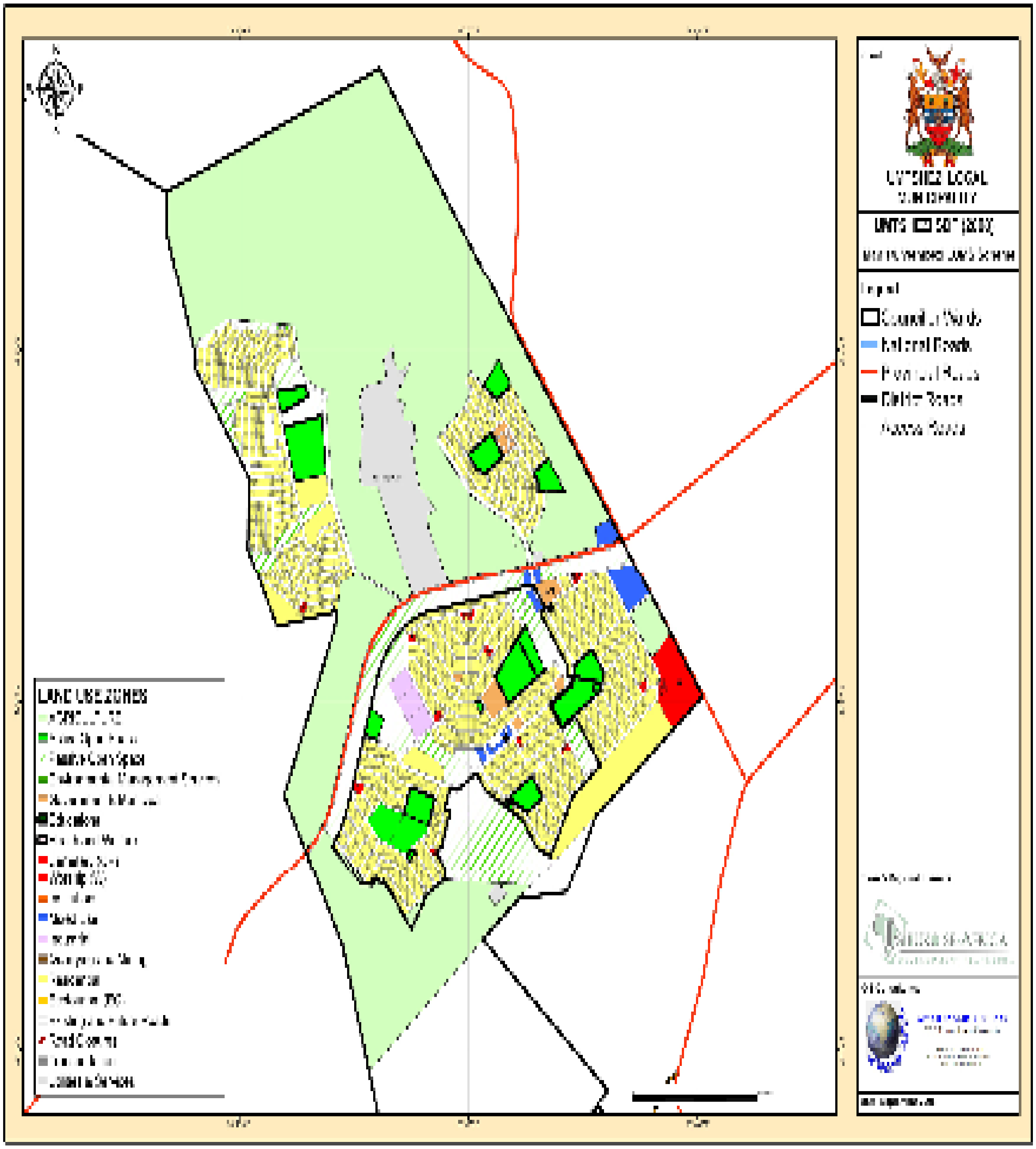

Legend

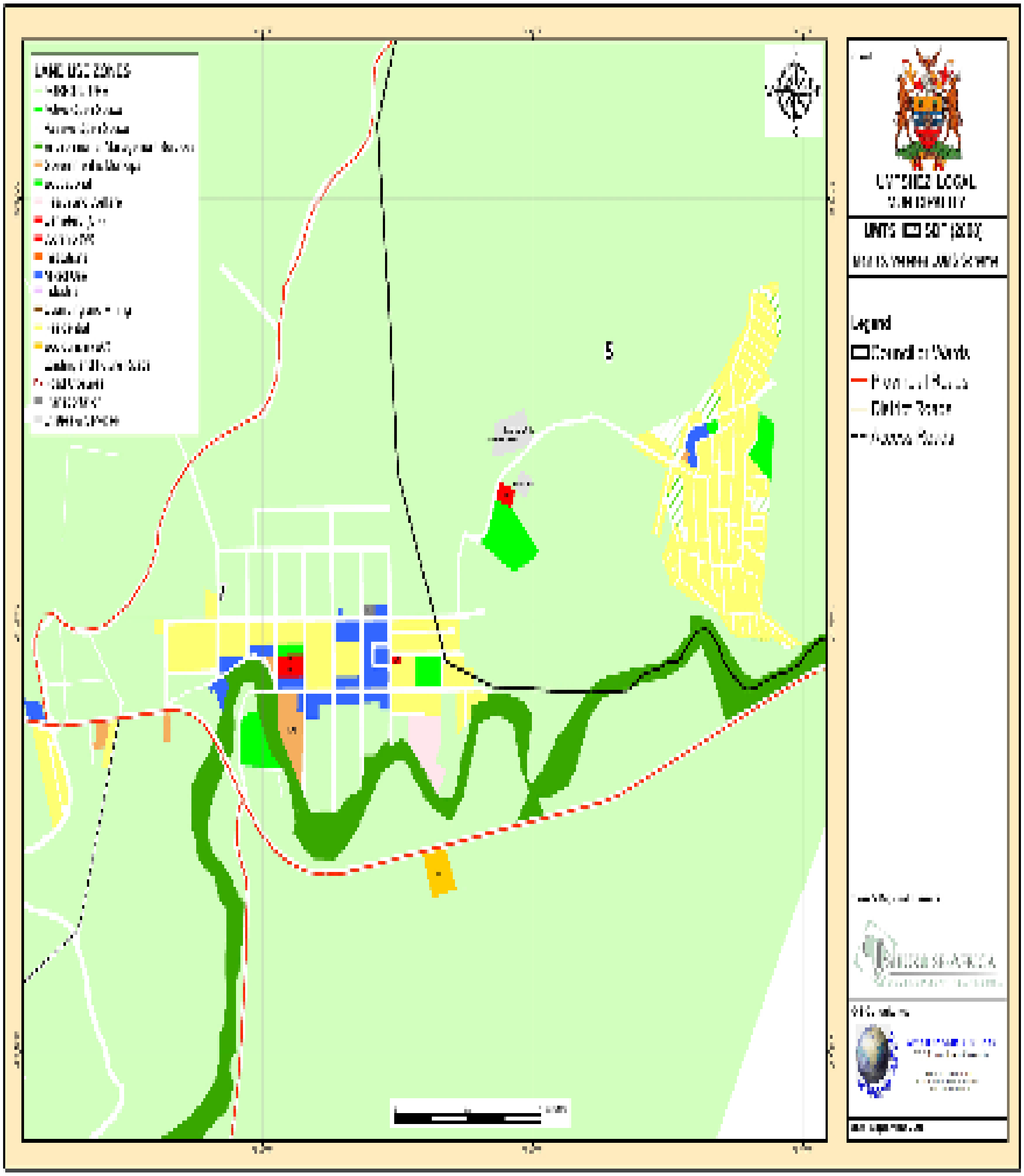


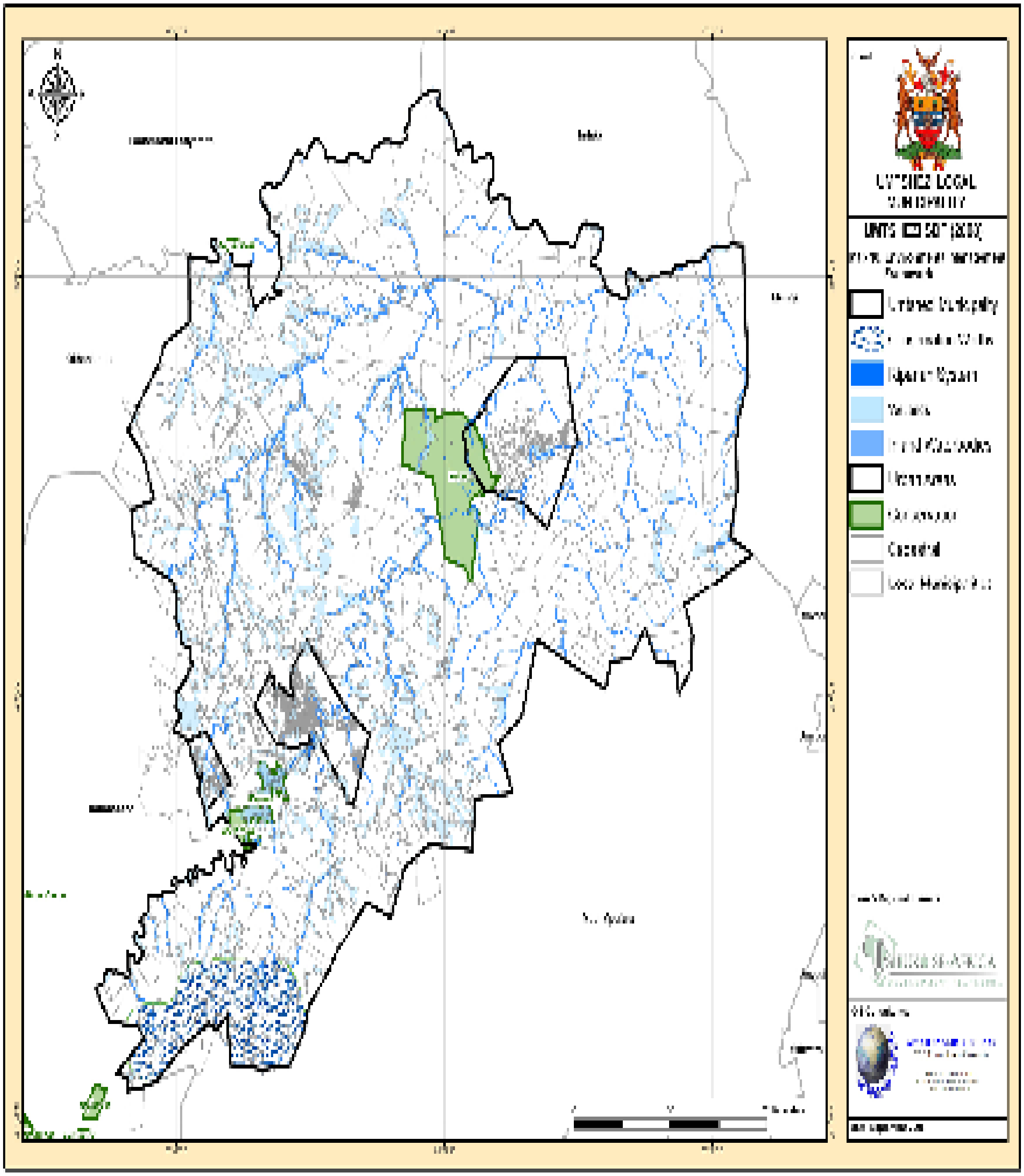

UMTSHEZI LOCAL
MUNICIPALITY
Legend
Small Town
Land cover
Plantation
Residential
Waterbodies
Wetlands
Other

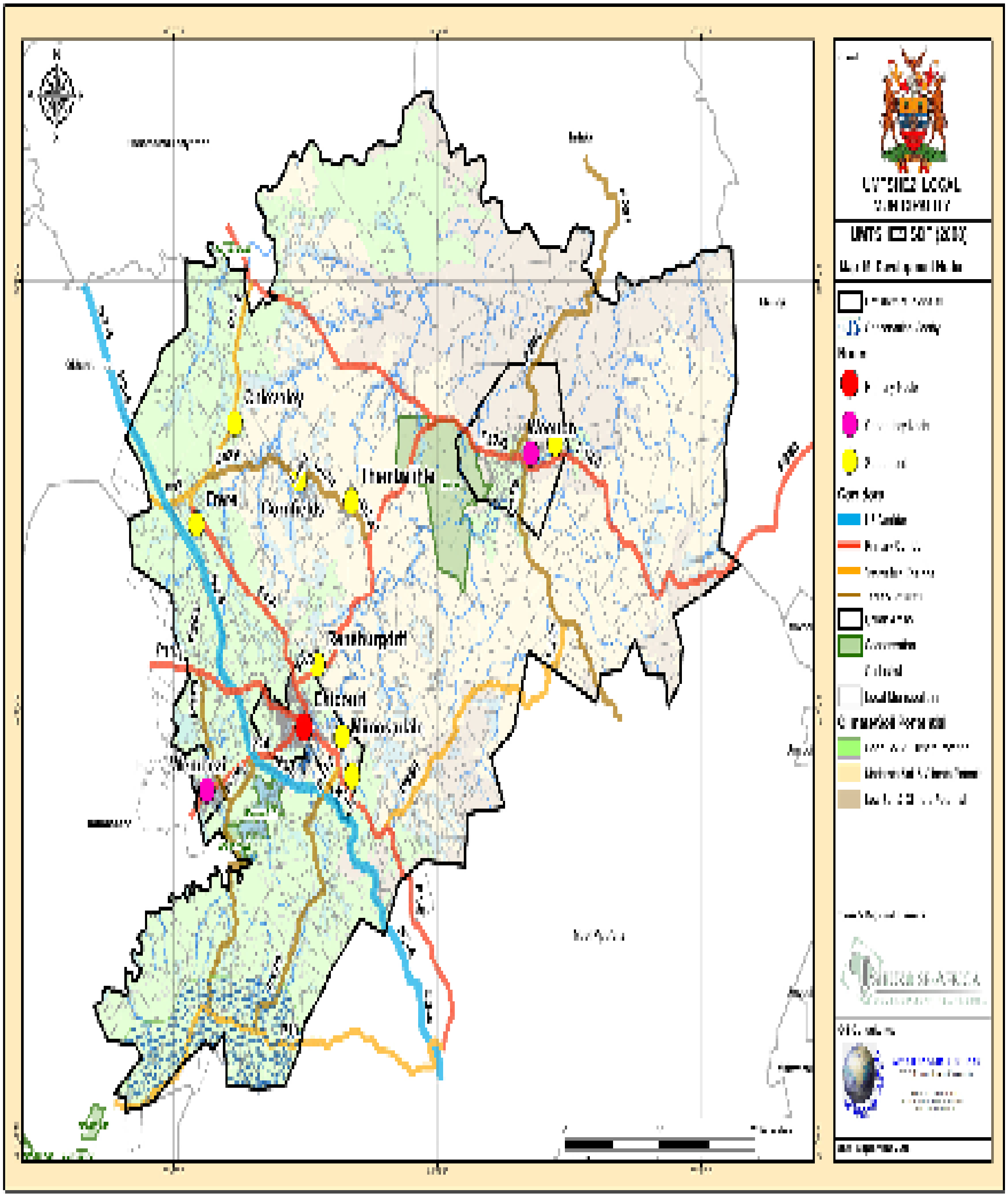

Legend


Map 12 Land Reform
Legend

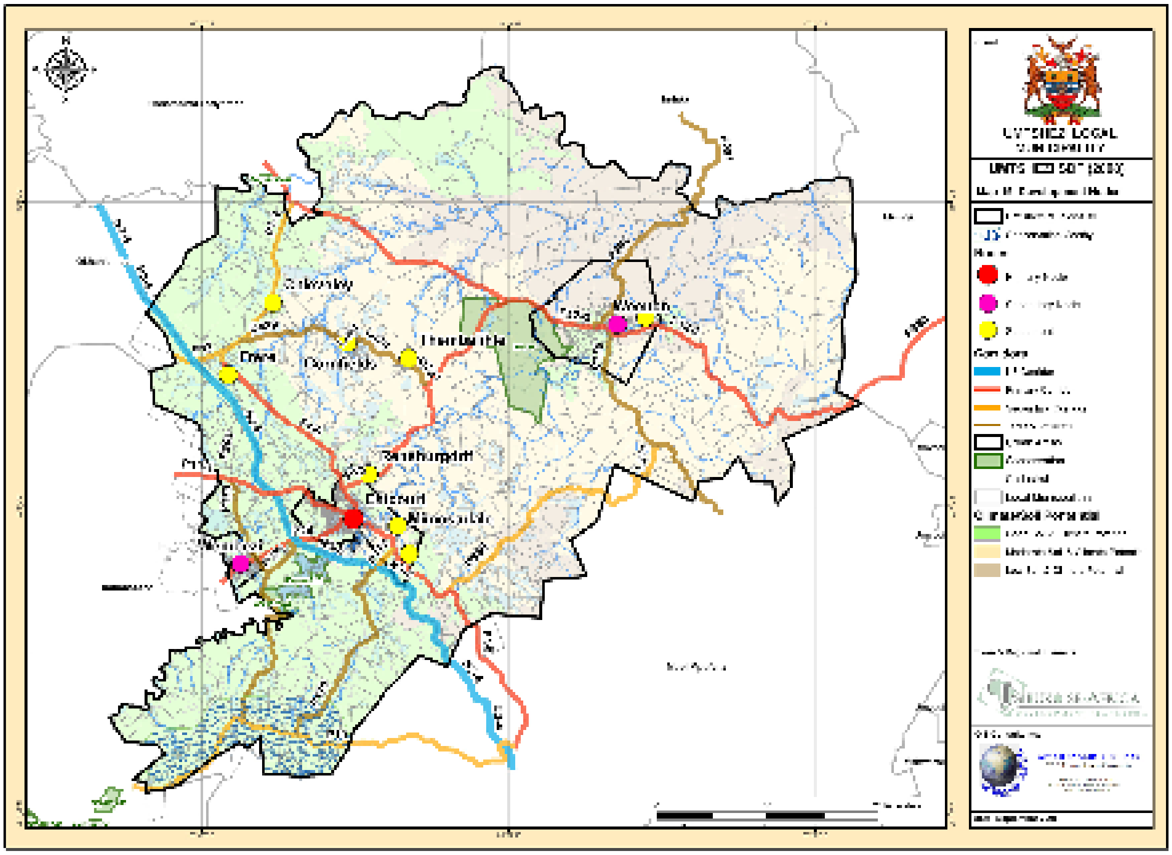

UMTSHEZI LOCAL
MUNICIPALITY
Legend
Councillor Wards
National Roads
Provincial Roads
District Roads
Access Roads
LAND USE ZONES
Active Open Space
Passive Open Space
Environmental Management Overlay
Education
Residential
Road Closures
Utilities & Services

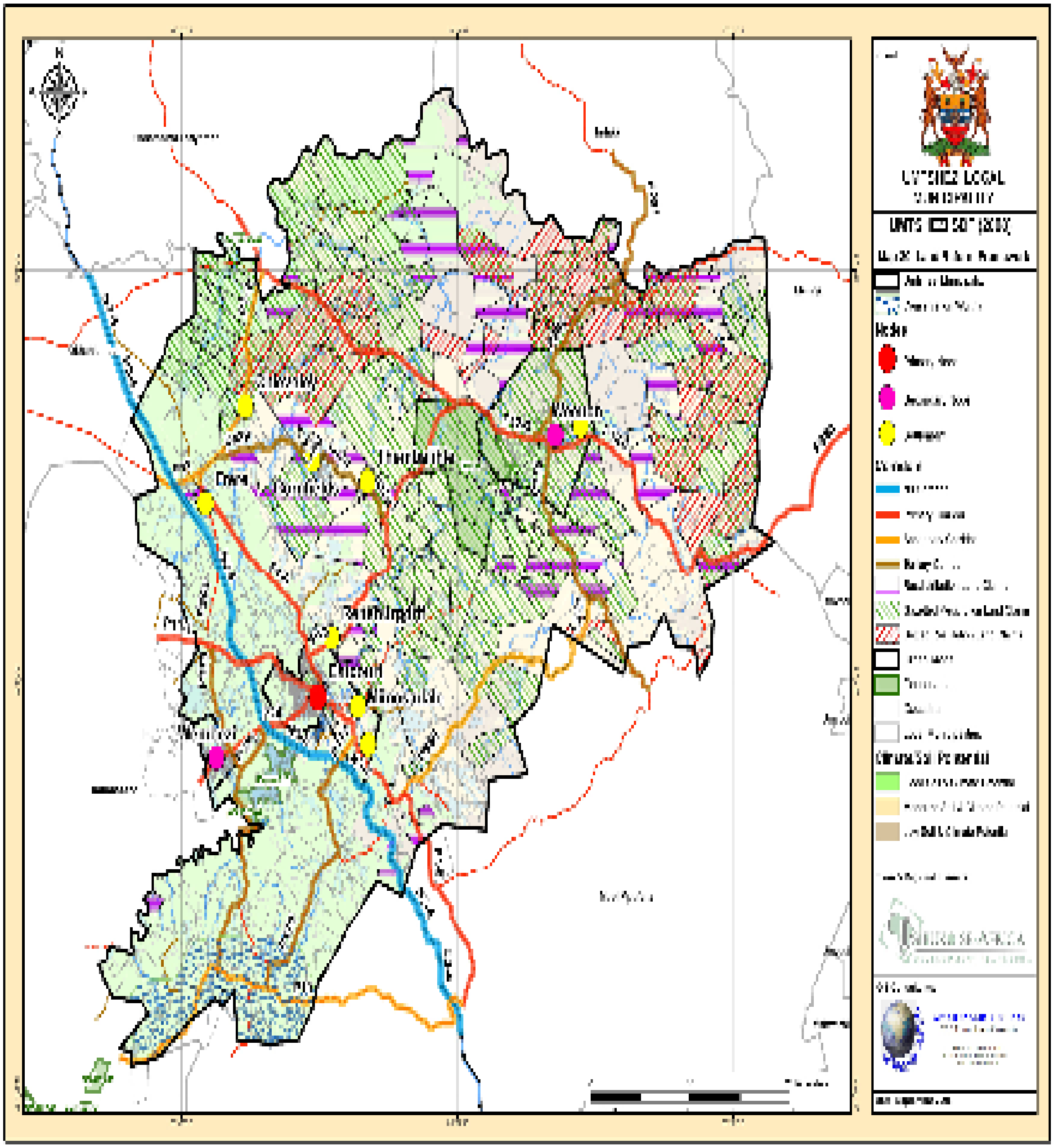

LAND USE ZONES
5
7
UMTSHEZI LOCAL
MUNICIPALITY
Legend
Councillor Wards
Provincial Roads
District Roads
Access Roads

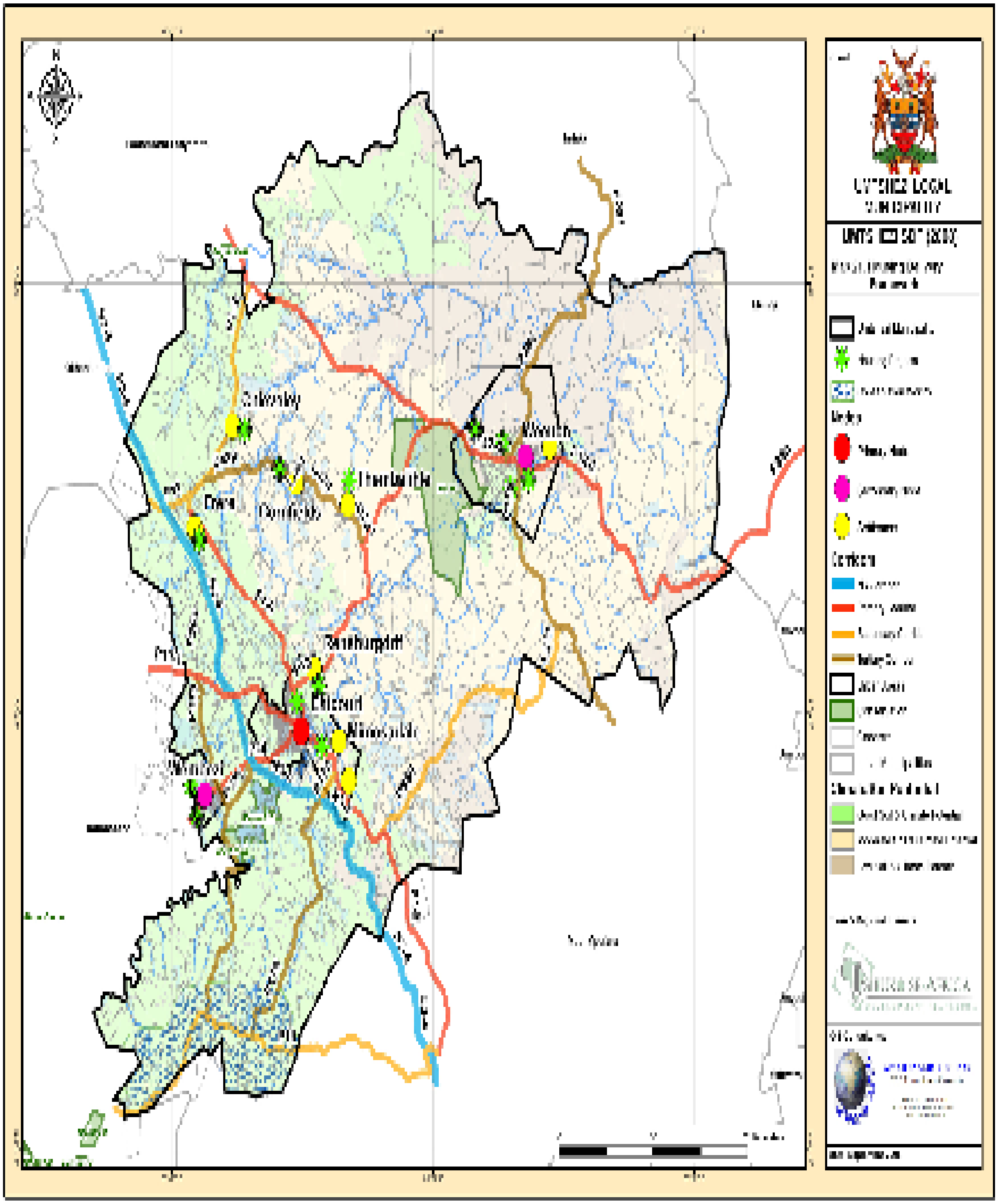

UMTSHEZI LOCAL
MUNICIPALITY
Umtshezi Municipality
Wetlands
Inland Waterbodies
Urban Areas
Conservation
Cadastral
Local Municipalities

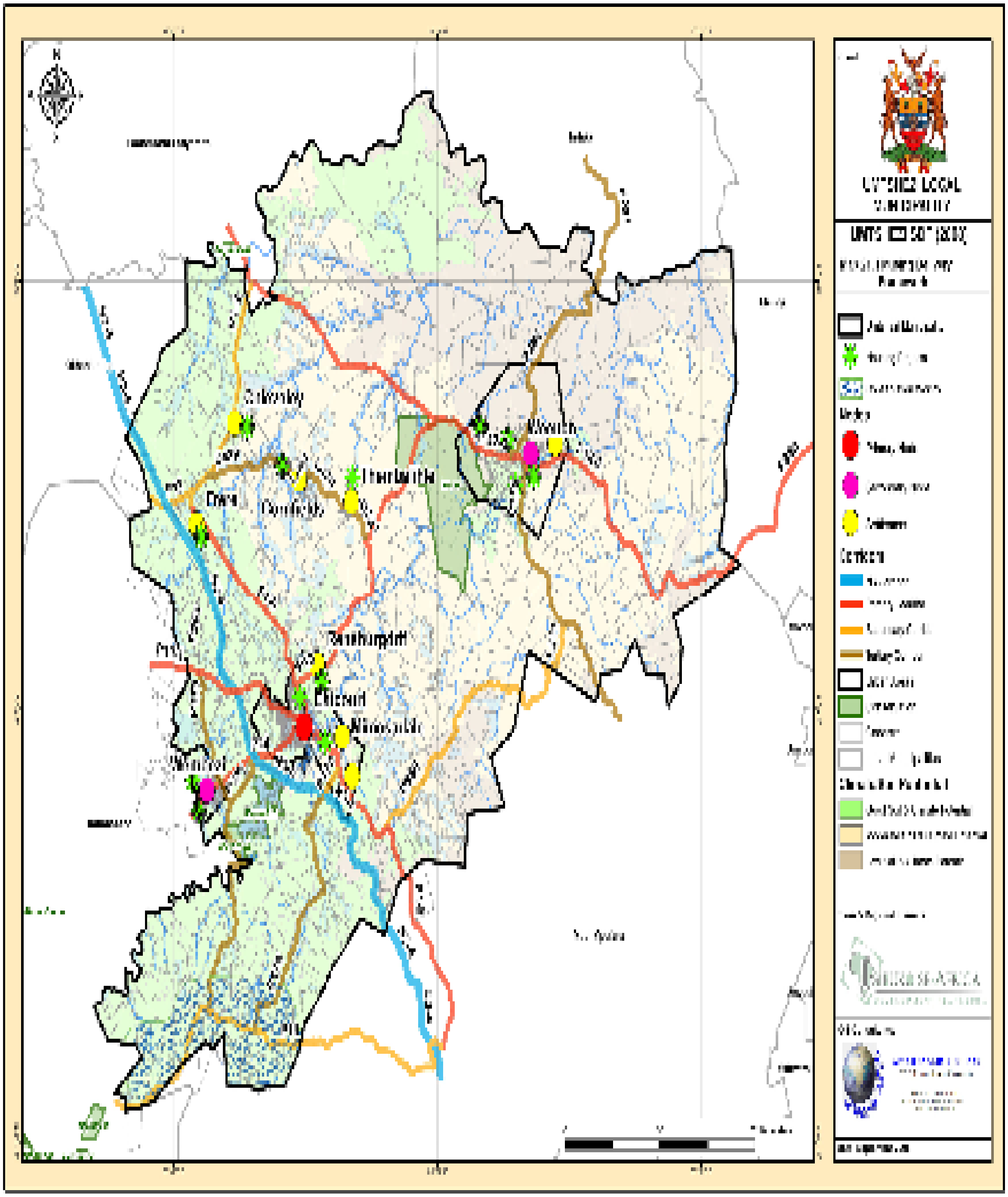


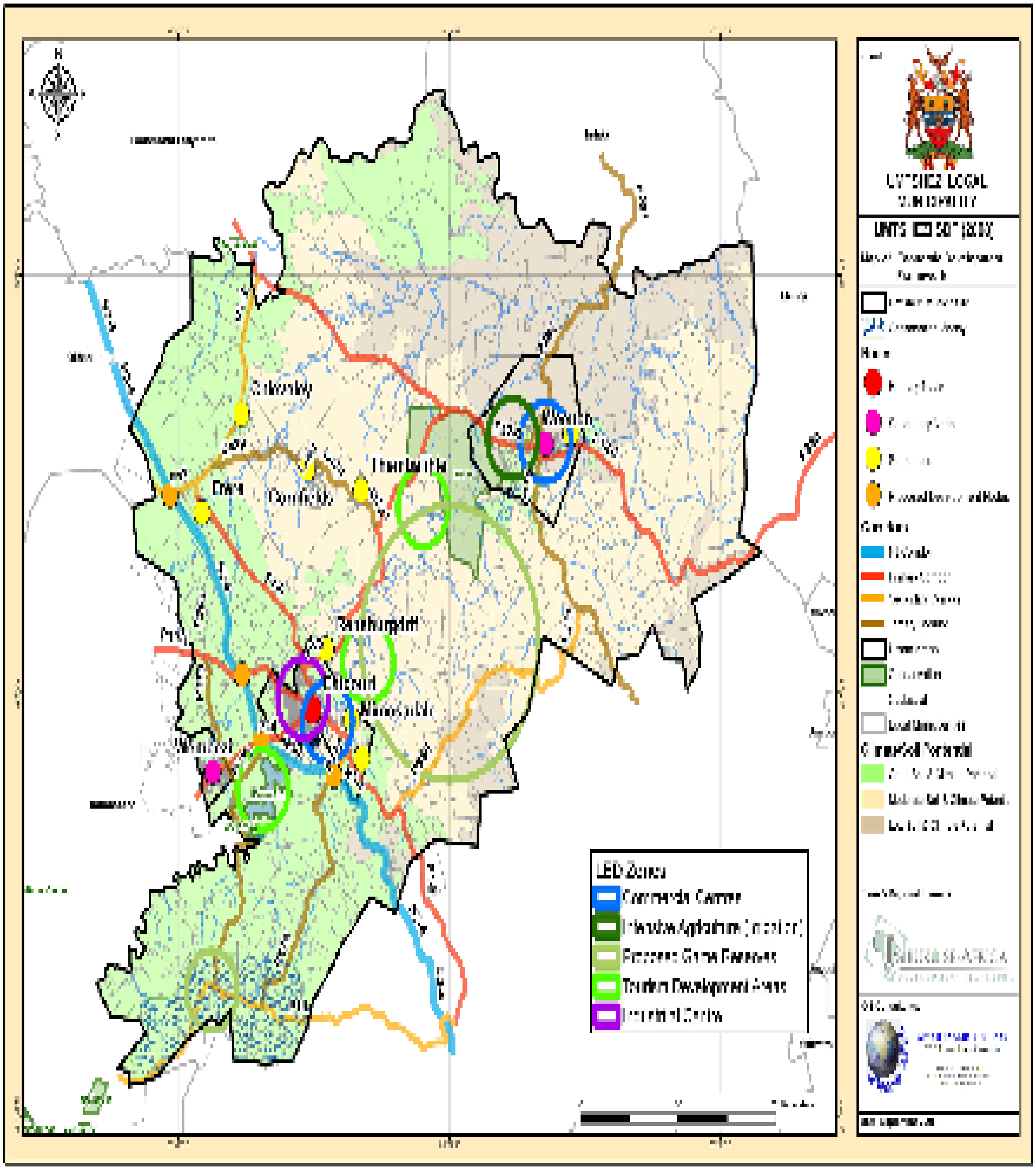
N
Chievley
Frere
Cornfields
Thembalihle
Weenen
Rensburgdrift
Estcourt
Mimosadale
Wembezi
UMTSHEZI LOCAL MUNICIPALITY

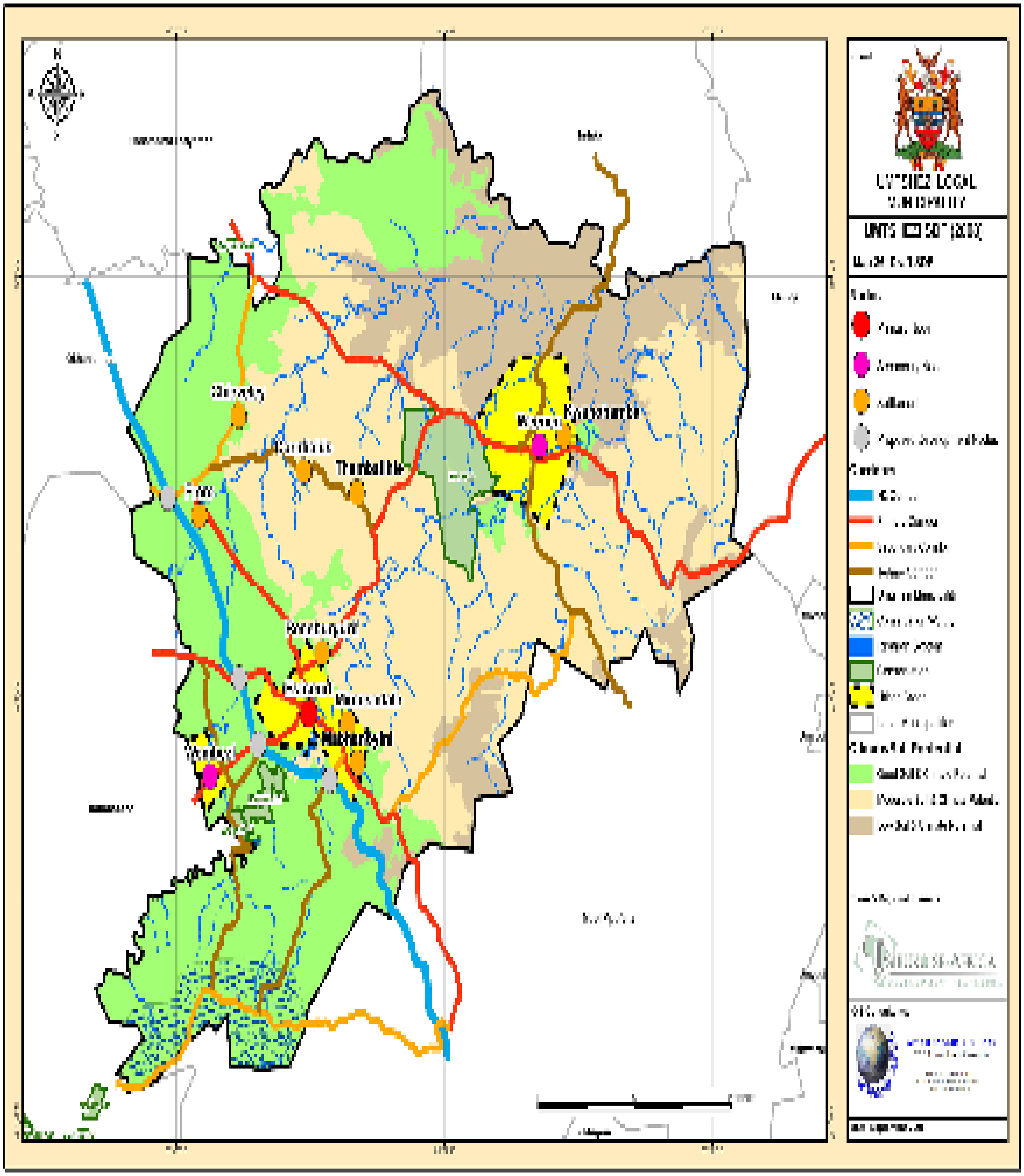

UMTSHEZI LOCAL MUNICIPALITY
Chieveley
Frere
Cornfields
Thembalihle
Weenen
Rensburgdrift
Estcourt
Mimosadale
Wembezi

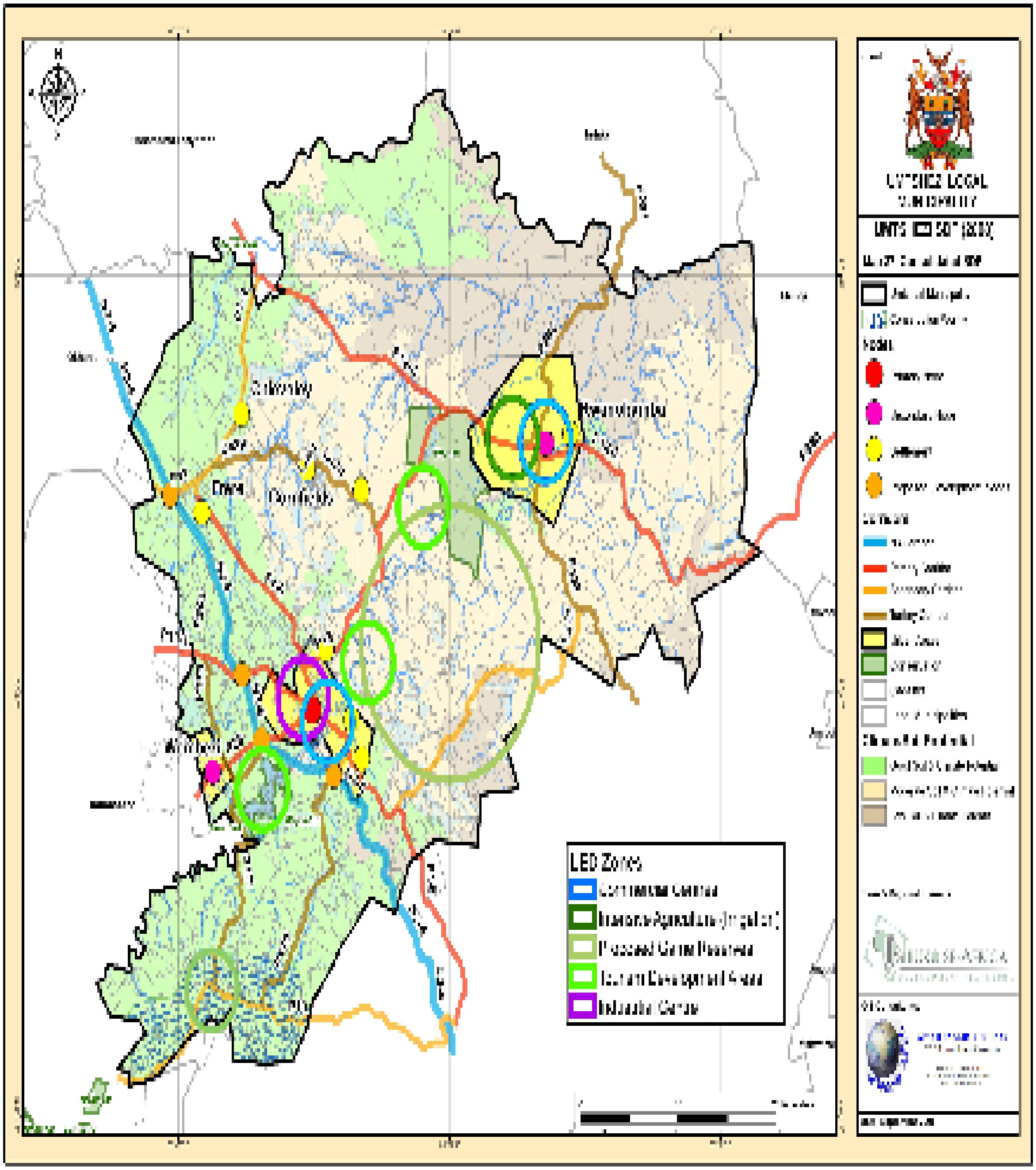

Estcourt
Wembezi
Weenen
Nodes

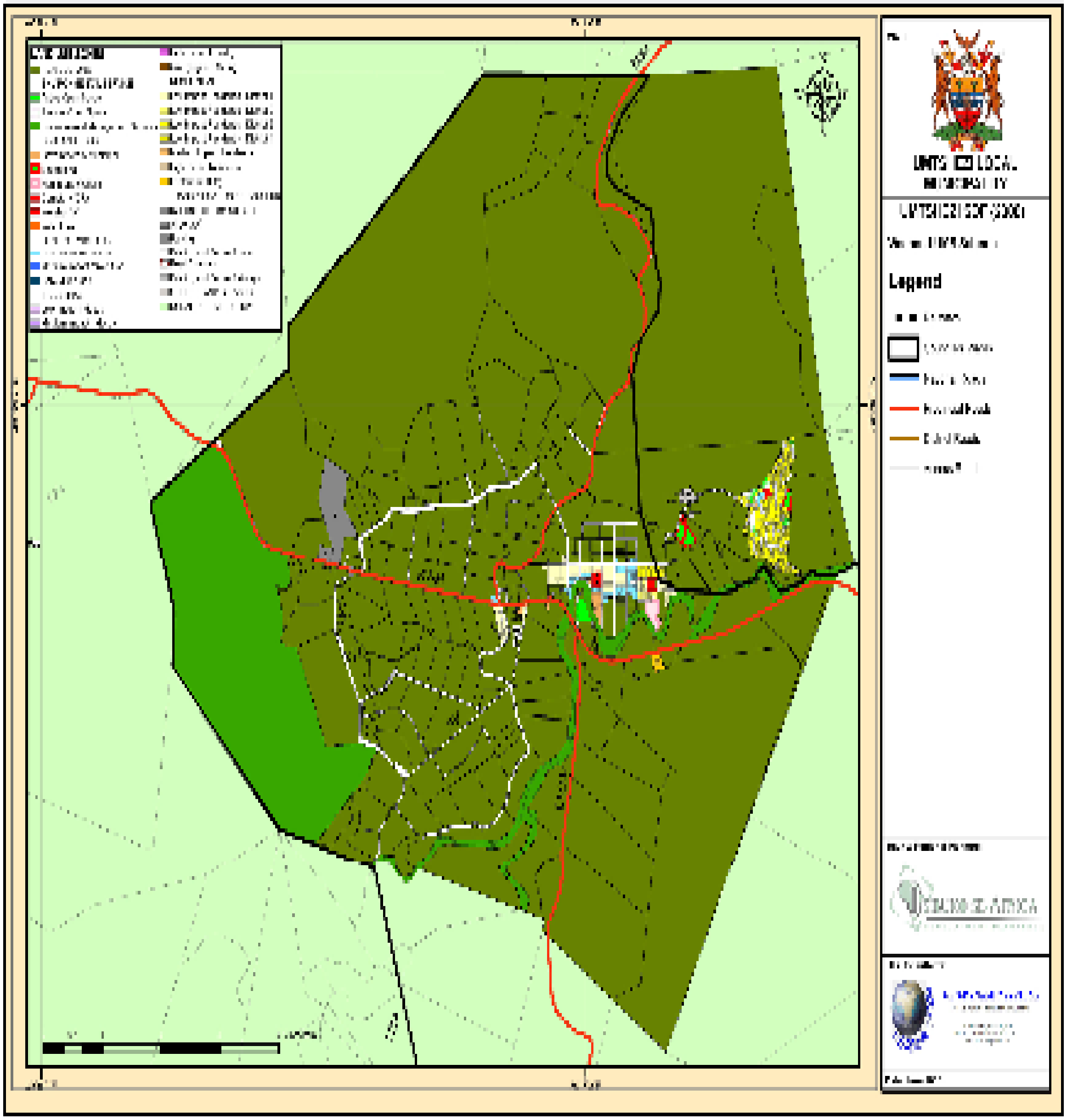

UMTSHEZI LOCAL MUNICIPALITY
Chieveley
Frere
Cornfields
Thembalihle
Weenen
Rensburgdrift
Estcourt
Mimosadale
Wembezi
Nodes
Primary Node
Secondary Node
Settlement
Corridors


N
Nodes
Corridors


UMTSHEZI LOCAL
MUNICIPALITY
Nodes
Corridors
Agricultural Potential
Weenen
Thembalihle
Cornfields
Frere
Rensburgdrift
Estcourt
Mimosadale
Wembezi
LED Zones
Commercial Centres
Intensive Agriculture (Irrigation)
Proposed Game Reserves
Tourism Development Areas
Industrial Centre


N
Thembalihle
Nodes
Corridors


UMTSHEZI LOCAL MUNICIPALITY
Cornfields
Wembezi
LED Zones
Commercial Centres
Intensive Agriculture (Irrigation)
Proposed Game Reserves
Tourism Development Areas
Industrial Centre


UMTSHEZI LOCAL MUNICIPALITY
Legend
Provincial Road
District Road

CONCLUSION

1. SPATIAL DEVELOPMENT FRAMEWORK AND LUMS

- Our SDF has been approved and adopted by Council. LUMS as well has been adopted. We take pride on the fact that we have a well-prepared SDF, which is fully aligned to the PSEDS and the NSDP. We have improved drastically on the Implementation Plan for the rollout to ensure the full implementation of the recommendations reflected within our SDF. This was designed to ensure that we implement all the recommendations within our adopted SDF. EMP was prepared as part of the adopted SDF. Proper incorporation of al environmental sector plans was realised this time around. We have covered the details of our Capital Investment Framework within Our CIP. This will give a certain degree of indication of the proportion of our municipal budget that will be spent on priority corridors and nodes identified within our SDF. Further details to this are also provided within our comprehensive adopted SDF. We have accordingly considered all matters of emphasis earnestly to try and ensure ongoing improvement in our current IDP.

2. IMPLICATIONS OF KZN PLANNING AND DEVELOPMENT ACT 6 of 2008

- We are aware of the implications with respect to the anticipated role of the municipal IDP to assist in the processing of certain types of Development Applications and with respect to LUMS as we start to implement the provisions of the PDA. We are prepared to incorporate norms and standards into our Integrated Development Plans and Scheme. We take joy to the fact that our municipality has fully participated and is participating in the PDA process since it was incepted. This municipality has been and will continue to participate in all intergovernmental engagements. We have a diligent IDP Manager who always strive hard to source information for the organisation and go an extra mile to engage all sector departments in an attempt to ensure proper alignment with all their sector plans and MTEF’s.

RESPONSE TO MEC LETTER

The comments of the MEC are noted. The High Level Spatial development Framework forms part of the full SDF and therefore it is not form part of an annexure.

SECTION E

SECTOR INVOLVEMENT

SECTOR INVOLVEMENT TO ACHIEVE CREDIBLE IDP

In it's aim to achieve a credible IDP 2012/2017 with inputs from Sector Departments, the municipality organized two stakeholder meetings to engage the sector departments on the projects, programmes and budgets for the IDP. Despite the timeous invitations the attendance was very poor. The sector department submitted the following information:

1. DEPARTMENT OF AGRICULTURE

LAND REFORM PROJECTS

AREA	INTERVENTION	BUDGET
Thuthuka Mgwenya	Livestock	R 450 000. 00
Cecillia Killian	Livestock	R 225 000. 00
Cecillia Base	Livestock	R 225 000. 00
Baviaan Krantz Emseni	Livestock	R 660 000. 00
Hampton Green	Livestock	R 30 000. 00
Mgwenya	Livestock	R 365 467. 00

2. DEPARTMENT OF HUMAN SETTLTMENTS

Name	Project Stage	Instrument	Total Units	End Date	11/12 Budget	Total Cost
Msobetsheni	New	PLS	500	31/03/2012	50 000	TBD
Mimosadale Ph 2	New	PLS	1000	2011/2012	50 000	TBD
Rensburgdrift	Conditional	PLS	1 000	2011/2012	78M	78M
Owl and Elephant	New	PLS	400	2011/2012	50 000	TBD

3. DEPARTMENT OF PUBLIC WORKS

PROGRAMME	SUB PROG	PROJECT NAME	TOTAL BUDGET	COMP DATE	2011/2012	2012/2013	2013/2011
District hospitals	Upgrades, additions	Estcourt replacement clinic	R 12.000.000		R 12.000.000	RO	RO
District	Upgrades,	Estcourt	R				

Hospitals	additions	Hospital	129.100.000				
District Hospitals	Upgrades, additions	Estcourt Hospital	R81.105.000				
District Hospitals	Upgrades, additions	Estcourt Hospital	R 685.000		R685.000	RO	RO
District Hospital	Repairs and renovations to nurses homes and wards	Estcourt Hospital	R 9.330.000				
Estcourt Prison	Upgrades, additions		R 180 000 000		R 180 000 000		

4.DEPARTMENT OF ARTS CULTURE AND TOURISM

PROGRAMME	ACTIVITY	TIME FRAME	BUDGET
Providing support to Arts & Culture Forums	Facilitate meetings at local and regional level		R 60 000 (District)
Moral regeneration	Skills development workshop and training children's act Disabled Skills development Workshop		R 75 000 (District)
Visual Arts and Craft Promotion	Arts & Craft Exhibition & Marketing		R 40 000 (District)
Performing Arts and Visual Arts & Craft Development	Design, Develop and Implement a Training Programme		R 50 000 (District)
Performing Arts	Design, develop and Implement a training programme		R 45 000 (District)
Music song and dance project	Auditions/ Identification, mentorship district selection kzn performing Arts Festival		R 190 000 (District)
Maitrons and Maidens workshops -Inmates Festival oral regeneration	Local Municipality	April 2012 - ongoing	R 10 000.00

- Izinduna Zezinsizwa workshop - Youth and Senior Citizen			
Moral regeneration with Correctional Services	Ward 3	July 2012	R 5 000.00
Visual Arts and Crafts and Performing Arts Development	Local Municipality	April 2012 - ongoing	R 14 000.00
Arts Business Management - Integrated Craft Hub and Co-operatives Coordination	Local Municipality	April 2012 - ongoing	R6 600.00
Visual Arts and crafts Development – Recycled material	Local Municipality	April 2012 - ongoing	R 8000.00
Support to calendar events - Africa Day Celebration - Cultural ceremony	Local Municipality	April 2012 - ongoing	R 12 000.00
Social Cohesion/ Multicultural Projects - Uthukela Multicultural Exhibition	Ward 5	July 2012	R 65 000.00
Providing support to Arts and culture Forums and - Providing exit strategy to Arts and Culture Youth Ambassadors	Local Municipality	April 2012 - ongoing	R 4 000.00
District Talent Expose’	Local Municipality	April 2012 - ongoing	R 55 233
Gender and Disability - Festival for People with Disabilities	Local Municipality	April 2012 – ongoing	R 5000.00
. CULTURE DEVELOPMENT **-** Conduct research, develop, print, distribute booklets/flyers promoting positive morals	Whole District	April 2012 – ongoing	R 5000.00
Plan, facilitate, monitor,	Whole District	May 2012	R 18 750.00

hosting of public sessions to address behavioral change			
Provision of support to maiden's matrons	Whole District	August 2012	R 20 000.00
- **LANGUAGE SERVICES** - Provision of Translation, editing, interpreting services as per requests from District and local municipalities	Whole District	April 2012	R 12 000.00
Roll out of the KZN Language Policy & assist in development of Municipal Language Policy	Whole district	1 July 2012	R3 500
Conduct survey on implementation of Provincial Language Policy	Project implemented in the district	1 July 2012	R9 500
Conducting workshops - Literature writing competition	Whole district	1 April 2012	R8 000
Support to reading and writing clubs	Whole district	1 April 2012	R8 000
Language Festival	Whole district	1 April 2012	R4 100
My school Cultural Adventure	Whole district	1 April 2012	R8 300
MUSEUM SERVICES **-** Payment of subsidy for • Fort Dunford; and Weenen museums	Ward 5	1 April 2012	R125 000 R125 000
LIBRARY SERVICES **-** Internet @your library	Ward 1	**2012/13** **2013/14** **2014/15**	298000 309000 293600

Exhibition	Publicity, Identification, Selection, District Exhibition, Provincial Exhibition		R 50 000 (District)
Theatre, Hip Hop & Poetry	Auditions/ Identification, Mentorship District Exhibition KZN Performing Arts Festival		R 90 000 (District)
Affiliated Libraries Support	Library services		Ongoing support

5. ESKOM

PROJECT NAME	BUDGET	NUMBER OF CONNECTIONS
Ekuthuleni - Colenso	R 1.600.975	213
Nhlawe	R 8.105.500	1247
Kamberg Mdwebu interconnector	R 305. 786.66	Pre-engineering
Mdwebu SS 2.5MVA 11/22kV	R 4.483.489.36	Pre-engineering

6. MIG FUNDING :TECHNICAL SERVICES

PROJECT NAME	BUDGET	WARD	STATUS	EIA NEEDED?
Madulaneni Gravel Road	R 8. 909.000.00	7		
Weenen Market Stalls	R 1.070 000.00	5		
Mshayazafe Community Hall	R 2.405 000.00	9	Design and Tender	
Frere Community Hall	R 2.405 000.00	6		
Kwa-Madondo Gravel Road Rehabilitation	R 2.142 000.00	5		
Phofini Creche	R 725 000.000	7		
Esiphethwini Gravel Roads - Rehabilitation	R 2.303 400.00		Completed	
Ezitendeni Stavel Road	R 1.125 000.00	5		
Frere Creche	R 725 000.00	6	Design and Tender	
Mhlumba Creche	R 725 000.00	7	Design and Tender	

7. KZN DEPARTMENT OF EDUCATION

NEW SCHOOLS

There are no schools planned for this Financial Year.

UPGRADES AND ADDITIONS

Name of school	Budget
Kwenzokuhle Primary	R 1000 000
Heavitree Primary	R 2 260 000
Cecilia Primary	R 8 370 000
Celukuphiwa Primary	R 14 610 000
Stockton Primary	R 750 000
Selbourne Primary	R 750 000
Weenen Combined	R 750 000
Florencebooth Primary	R 750 000

WATER AND SANITATION

Name of school	Budget
Riverdale Primary	R 760 000

EZEMVELO KZN WILDLIFE

Name of project	Budget
Weenen Combined School Computer Project	R 206 868.25

8. NDPG RENEWAL PROJECTS

WEMBEZI RENEWAL PROJECTS

Name of project	Budget
Entrance Feature	R 509.836.10
Side Walks	R 1.423.360.40
Park One (VQ Section)	R 878.411.00
Park Two (Nkwezela)	817.373.50

9. DEPARTMENT OF TRANSPORT

Project Description	Ward	Inkosi	Investment	Beneficiaries
AD 1240 Causeway	4	Mkize	R 4 000 000.00	Emahendeni, Mobile Clinic
P 176 causeway	7	Mchunu	R 4 000 000.00	Florence Booth pr, Mngwenya
Ebhoshi 1 & 2 Pedestrian Bridges	5	Mabaso	R 3 000.000.00	Mobile Clinic
Regravelling L 471	6	Ndaba	R 1 500 000.00	Mhlungwini, Sbongile
Regravelling D11	5	Private Landowners	R 9000 000.00	Crane Foundation, mobile clinic
Regravelling P201	2	Private Landowners	R 2 600 000.00	Frere, mobile clinic
Regravelling D 1244	3	Mkize	R 510 000	Mobile Clinic
Regravelling D 1382	1	Mabaso	R 1 890 000	Mdwebu, Sakhile school

10.MIF FUNDED SANITATION CAPITAL PROJECTS 2012/2013 FIANCIAL YEAR

DWA FUNDED WASTE WATER TREATMENT WORKS CAPITAL PROJECTS (ACIP)

Project name	Budget	Ward
Estcourt waste Water Works Refurbishment (2011/2012)	R 4 260 000.00	Umtshezi
Estcourt waste Water Works Refurbishment (2012/2013)	R 550 000.00	Umtshezi
Wembezi waste Water Works Refurbishment (2012/2013)	R 960 000.00	Umtshezi

SANITATION PROJECTS WITHOUT FUNDING

Project name	Budget	Ward
Weenen	Umtshezi	5.7
Thembalihle	umtshezi	4
Umtshezi	Umtshezi	3

PROJECTS FUNDED BY UTHUKELA DISRTICT MUNICIPALITY IN-HOUSE 2011/2012 FINANCIAL YEAR

Project name	Budget	Ward
Wembezi Water pipe extension	R 80 000.00	Wembezi C-section

11.DEPARTMENT OF HEALTH

Project	Description	Target date	Budget	Funder	Financial Year
Connor Street Clinic	Build new clinic to replace current building	2015/2016	R 15.000.000	DOH	2015/2016
Forderville Clinic	Construction of maternity and Obstretic Unit	2014/2015	R 15.000.000	DOH	2014/2015
Estcourt Gateway Clinic	Build new clinic outside hospital clinic	2013/2014	R 15.000.000	DOH	2013/2014
Wembezi Clinic	Build new staff residences	2012/2013	R 4.000.000	DOH	2013/2014
Estcourt Hospital	Construction of new OPD/casualty/pharmacy	2012/2013	R 140.511.000	DOH	2012/2013
Estcourt Hospital	New ward, x-ray,theatres, CSSD	2015/2016	R 129.000.000	DOH	2015/2016

SECTION F

IMPLEMENTATION PLAN

CHAPTER 5

IMPLEMENTATION PLAN AND MONITORING

UMTSHEZI KEY CHALLENGES	OBJECTIVES	STRATEGIES	KEY OUTCOME	TIME FRAMES
Lack of Skills Most of the community members are illiterate because there was no money for their education. Therefore Umtshezi community is lacking skills	To create an environment that allows training and development	The Umtshezi Municipality must assist in sourcing bursaries, In-service training, Internships and Learnerships in partnership with relevant stakeholders.	The community will be economically active and they will be able to participate in different programs.	Ongoing
Communication There is a communication breakdown between the Municipality and the community which therefore result in slow progress of Municipal Development Processes	- To ensure full community participation in Development process of the Municipality will be ensured. - Ensure that there is effective and efficient internal communication channels	The Municipal Communication Strategy has been developed and must be implemented	The community will be continuously updated about what is happening in their area through the Municipality.	Ongoing
Lack of Infrastructure There is no water and electricity in some of the areas within Umtshezi Municipality. Even the farmers use boreholes because there is lack of Infrastructure for services	To facilitate the process for the District Municipality to provide bulk Infrastructure to the community for water supply and ESKOM to address electricity backlogs.	The Municipality need to Formulate Infrastructure Business Plan to source funds	There will be fully-serviced households.	2014
Under-resourced Service Centres (nodes) Banks and shopping centres are concentrated in Estcourt. Community members from Weenen and Wembezi have to travel to Estcourt for these service centres	To Improve Socio-economic Development in Service Centres	Enabling environments for investors in Service Centres have to be created.	There will be well-resourced Service Centres	2012
Inadequate Safety and Security. There is a shortage of Police Stations in the municipality with the result that many clusters are not covered. This makes	To create a Safer Town and surroundings where all citizens enjoy a better quality of life is in great need.	The Municipality needs to Develop the Crime Prevention Strategy and Provide basic households needs.	There will be a Safe and Secured environment.	Ongoing

effective policing virtually non-existent and leads to an increase of criminal elements.. Umtshezi is however served by SAPS Estcourt; Weenen and Wembezi, also Estcourt Stock Theft Unit. The SAPS together with the Department of Justice and the South African Demarcation Board are in the process of re-aligning SAPS, Magisterial and Municipal boundaries which might bring about minor changes to the boundaries of the various stations serving the Umtshezi Local Municipality				
There is a **High Prevalence of Epidemic and Pandemic diseases** because the community is not well informed of these diseases such as HIV/Aids, Tuberculosis and Kwashiorkor	To minimise the prevalence of Epidemic and Pandemic diseases.	Consultants need to be appointed to help the community with Health Awareness Programs	Prevalence of Epidemic and Pandemic diseases will definitely be reduced.	2012
Low Economic Growth and investment There is a potential of high economic growth because Estcourt is situated in between of Durban and Johannesburg, on a main road and railway line.	To create an enabling environment to Economic Growth Sectors and engage potential investors. The Municipality also need to adjust the rates to avoid factories from leaving the area.	Economic Growth Sectors and engage potential investors will be identified. Offering of incentives to willing investors and Maintain existing investors	This will create a Vibrant Economic Growth and Investment.	2014

SECTION G

PROJECTS

PROJECTS SCHEDULE PER KPA

1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT:

1.1 ELECTRICAL ENGINEERING

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2012/13	2013/14	2014/15
1.Replace Transformer, Cables & Switch	ISE1	DBSA		7.200.000.00	0.00	0.00
2. Sub 57 upgrade Part1: Switchgear protection, HV bay)	ISE 2	DBSA		4.500.000.00	3 000 000.00	3000 000.00
3.Replace Circuit Breakers	ISE 3	Umtshezi Municipality		363.000	330.000	330 000.00
4.Street lights: Wembezi A+C, Rensburg Drift and High Mast in Rensburg Drift	ISE 4	Umtshezi Municipality		0	363.000.00	363 000.00
5.Protection Upgrade for substation	ISE 5	Umtshezi Municipality		R 363.000	363.000	363.000
6.Scada system	ISE 6	Umtshezi Municipality	Enable remote switching	200.000.00	500 000.00	500 000.00
7.Electrification Projects	ISE 7	INEP		10.841.000.00	413.000.00	306.000.00
8. Replacement of Cherry Picker Truck	ISE8	DBSA			0	0
9. Undertake street light improvement	ISE 9	Umtshezi Municipality		50 000.00	100 000.00	50 000
10. Western Side	ISE 10	Province			300 000.00	300 000.00
10Tools and Equipment	ISE 10	Umtshezi Municipality		100 000.00	200 000. 00	
11. Rensbergdrift Electrification (Roll Over)	ISE 11	INEP		4.193.826.00	0.00	0.00

1.2 CIVIL ENGINEERING

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/12	2012/13	2013/14
1Roller	ISC1	Umtshezi Municipality			450 000.00	
2. Roller Trailer	ISC2	Umtshezi Municipality			300 000.00	
3Truck 6m3	ISC3	Umtshezi Municipality				
4. Concrete/Asphalt Roller	ISC4	Umtshezi Municipality		100 000.00		
5. 1000 Diesel Trailer with pump and meter	ISC5	Umtshezi Municipality		50 000.00		
6Tar Road – slurry to existing road	ISC6	Umtshezi Municipality		0	0	0
7New tarred roads 1 km - Estcourt	ISC7	Umtshezi Muhicipality		0	0	0
8. Mngwenya Gravel Road (between ward 9 & 7)	ISC8	Umtshezi Municipality		300.000.00	0.00	0.00
9. EPWP Programme	ISC9	Umtshezi Municality		0	150 000.00	0
10. Grader	ISC10	DBSA		0	0	
11. TLB	ISC11	DBSA		0	0	0
12.Tipper Trucks	ISC 12	DBSA		0	0	0
13. Roller Trailers	ISC 13	DBSA		0	0	0
14. MIG Project	ISC 14	MIG		12.749.000.00	13.449.000.0 0	14.227.000.0

1.3 HUMAN SETTLEMENTS(Funding detailed in the sector plan)

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/012	2012/ 013	2013/ 14
1. Wembezi A Housing Development	ISH1	KZN Dept of HS	100 Units approved and handed over to beneficiaries. / Some transfers outstanding	0	0	0
2. Wembezi C Phase Two Housing Development	ISH2	KZN Dept of HS	Development completed and awaiting ownership Transfer to beneficiaries.	0	0	0
3. Kwanobamba Phase One Housing Development	ISH3	KZN Dept of HS	Development completed and awaiting ownership Transfer to beneficiaries.	0	0	0
4. Kwanobamba Phase Two Housing Development	ISH4	KZN Dept of HS	Complete	0	0	0
5. Kwezi Hostel Upgrade	ISH5	KZN Dept of HS	Construction to begin in June 2008.	0	0	0
6. Brewit Park Housing Development	ISH6	KZN Dept of HS		0	0	0
7. Mimosadale Urban Renewal (Ward 3)	ISH7	KZN Dept of HS		0	0	0

8. Mimosadale Insitu Upgrade (Ward 3)	ISH8	KZN Dept of HS		**R 5 million**	**R10 million**	**R 20 million**
9. Wembezi C Phase Three (Ward 2)	ISH9	KZN Dept of HS		**0**	**0**	**0**
10. Wembezi A Phase Two (Ward 1)	ISH10	KZN Dept of HS		**0**	**0**	**0**
11. Rensbergdrift Housing Development 12.1.Construction of Top Structures (Houses).	ISH 11	KZN Dept of HS		**R 5 million**	**R 10 million**	**R 20 million**
12. Msobotsheni,Engodini and Nhlawe Housing Development 12.1. Construction of Top Structures (Houses).	ISH12	KZN Dept of HS	Application submitted to Human Settlements for Msobotsheni only	**0**	**0**	
12.2.Bulk Water (Engodini)	SH13	Uthukela DM	The KZN DOH is no longer funding Bulk Services and as a result the Uthukela District Municipality is funding the service from its MIG Funds.	**R4 075 000.00**		
12.3.Bulk Sewer (Engodini)	ISH14	Uthukela DM	The KZN DOH is no longer funding Bulk Services and as a result the Uthukela District Municipality is funding the service from its MIG Funds.	**R2 035 000.00**		

13. Thembalihle Housing Development	ISH15	KZN Dept of HS	Project cannot be submitted for Preparation Funding due to Land Issues.	**0**	**0**	
14. Cornfields, Chievely and Frere Housing Development	ISH16	KZN Dept of HS	Application submitted to Human Settlements for Cornfields only	**0**	**0**	
15. Papkuilsfontein Phase Two	ISH17	KZN Dept of HS	EIA and Bulk Services to be finalised	**0**	**0**	
16. Bambanani Machunu Housing Development	ISH18	KZN Dept of HS	Lack of bulk services	**0**	**0**	
17. Owl and Elephant Housing Development	ISH19	KZN Dept of HS	Application submitted to Human Settlements	**R5 million**	**R 10 million**	**R 20 million**
18. Wembezi Urban Renewal project	ISH 20	National Treasury	Grant funding approved	**R30 million**		
19. Nobamba Agricultural Catchment Node including refurbishment of Weenen Canals	ISH 21	UDM, UM, DWAF	Awaiting Approval	**R50million**		

1.4 CORPORATE SERVICES

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/012	2012/ 013	2013/ 14
ADMIN 1. Replacement of air conditioners – MM, PA, Mayors PA	COR1	CNL		0	100 000.00	0
2. Lap Top	COR2	CNL		15000.00		
3. Paint Main Building	COR3	CNL			200 000.00	
4. Furniture in the Foyer	COR4	CNL		10 000.00		
MUNICIPAL BUILDINGS 5. Paint Main Building Offices	COR5	CNL		0	200 000.00	0
6. Recarpet Main Building	COR6	CNL				300 000.00
TOWN LIBRARY 7. Air Conditioner and Air Curtain	COR7	CNL		60 000.00	50 000.00	0
8. Study Tables and Chairs	COR8	CNL		15 000.00	10 000.00	0
9. Computers x7 and 2 printers	COR9	CNL		40 000.00	0	10 000.00
COUNCIL 10.Tables and Chairs	COR10	CNL		80 000.00	0	0
11. Cladding	COR11	CNL				

12. Crockery, cutlery and Tablecloths	COR12	CNL		20 000.00		
TOWN HALL OFFICES 13. Computer and Printer – senior Caretaker	COR13	CNL			15 000	0
14. Hall Chairs	COR 14	CNL			80 000.00	
15. Refurbish Town Hall	COR 15	CNL			250.000	
COLLITA HALL 16. Security Fencing (concrete)	COR16	CNL		0	170 000	0
17. Repainting	COR17	CNL		0	20 000.00	0
18.Upgrade Parking area	COR18	CNL		0	0	30 000.00
19. Install fans	COR19	CNL		0	0	5000.00
FORDERVILLE HALL 20. Refurbish Hall	COR20	CNL		0	100 000.00	0
21. Hall Chairs	COR21	CNL		0	10 000	80000
22.Curtaining	COR22	CNL		0	50 000	0
23. Upgrade parking area	COR23	CNL		0	50 000.00	0
24. Upgrade kitchen	COR24	CNL		0	30 000.00	0
25. Upgrade outdoor cooking	COR 25	CNL		0	0	50 000.00
26. Install fans	COR 26	CNL		0	0	5000.00
FORDERVILLE LIBRARY 27. Air Conditioner	COR27	CNL		0	30 000.00	0
28. Chair x24	COR28	CNL		0	5000.00	0

29. Music Centre	COR29	CNL		0	1000.00	0
PAAPKUILSFONTEIN HALL 30. Burglar Guards(windows)	COR30	CNL		10 000	0	20 000.00
31. Fans	COR31	CNL		5000	1000	0
32. Increase toilet facilities	COR32	CNL		0	20 000.00	0
33. Install Kitchen	COR33	CNL		0	0	0
34. Install security fencing and gates	COR34	CNL		0	0	30 000.00
FORT DURNFORD MUSEUM 35. Re-thatching of huts	COR 35	CNL		0	50 000	0
36. Office desk and chairs	COR 36	CNL		0	3000.00	0
37. Office carpet and curtains	COR 37	CNL		0	3000.00	0
38. Air conditioner	COR38	CNL		0	5000.00	0
39. Microwave	COR39	CNL		0	1000.00	0
40. New signage	COR 40	CNL		0	0	2000.00
PROTECTION SERVICES 41. Robot(Gerrys Motors)	COR 41	CNL		0	200.000.00	0
42. Refurbish Traffic offices	COR 42	CNL		0	200 000.00	0
WEMBEZI 43. Polisher	COR43	CNL		0	3000.00	0
44. Security Lights	COR44	CNL		0	5000.00	5000
45. Tables and chairs	COR 45	CNL		0	2000.00	0
46. Counter chairsx4	COR 46	CNL		0	2000.00	0

47. Painting	COR47	CNL		0	30 000.00	0
48. Fitted office cupboards	COR48	CNL		0	0	10 000.00
WEMBEZI COMMUNITY HALL 49. Refurbish Hall roof	COR49	CNL		0	77.200	0
50. Curtaining	COR50	CNL		0	10.000.00	0
51. Upgrade Kitchen	COR51	CNL		0	0	20 000.00
52. Install fans	COR52	CNL		0	0	5000.00
53. Chairs	COR53	CNL		0	20 000.00	0
WEMBEZI COMMUNITY HALL C SECTION 54. Burglar Guards	COR54	CNL		10 000	0	20 000.00
55. Tarred Parking	COR 55	CNL			100 000	
MIMOSADALE COMMUNITY HALL 56. Burglar Guards(windows)	COR56	CNL		10 000	0	20 000.00
57. Tarred Parking	COR 57	CNL		0	100 000	0
58. Tables	COR58	CNL		0	0	5000. 00
59. Install fans	COR59	CNL		0	0	10 000.00
60. Upgrade parking area	COR60	CNL		0	0	10 000.00
CORNFIELDS COMMUNITY HALL 61. Burglar guards(windows)	COR 61	CNL		10 000	0	20 000
62. Tarred Parking	COR62	CNL		0	100 000	0
63. Table	COR63	CNL		0	10 000.00	0
64. Install ceiling fan	COR64	CNL		0	0	5000.00

KWANOBAMBA HALL 65. Burglar guards(windows)	COR65	CNL		10 000	50 000.00	20 000.00
66. Tarred Parking	COR66	CNL		0	100 000	0
67. Tables	COR67	CNL		0	20 000	0
68. Install ceiling fan	COR68	CNL		0	0	5000.00
WEENEN COMMUNITY HALL 69.Hall(major repairs)	COR69	CNL		0	0	0
WEENEN MUSEUM 70.Painting and repairs	COR70	CNL		0	0	0
71. Repair ox wagon	COR71	CNL				
72. New signage	COR72	CNL		0	2000.00	2000.00
73.Visitors chairs	COR73	CNL		0	0	2000.00
WEENEN LIBRARY 74. Repair floor	COR74	CNL		0	0	0
75. Computer and printer	COR75	CNL		0	0	0
76. General Library furniture	COR76	CNL		0	15000.00	0

1.5 FINANCE

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/012	2012/ 013	2013/ 014
1. Furniture and Office equipment	FIN1	CNL		0	7000.00	0
2. Software	FIN2	CNL		20 000.00	50 000.00	0
3. Computersx5	FIN3	CNL		30 000.00	100	0

1.6 PLANNING, ECONOMIC & COMMUNITY SERVICES

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/012	2012/ 013	2013/ 14
REFUSE SERVICES **WEMBEZI** 1. rear end compactor with winch	PEC1	CNL		0	850 000	0
2. Tractorx1	PEC2	CNL			150 000	150 000
3. Trailers	PEC3	CNL			100 000	
4. Shelters for tractors – Ehlathini workshop area	PEC4	CNL			25 000	
WEENEN 5. Tractor	PEC5			0	0	0
6. Trailors	PEC6			0	0	0
				0	2000000	0

ESTCOURT/WEMBEZI 7. Skip Loader (replace NE 9810)	PEC7					
8. TLB	PEC8			0	600 000	0
9. Tipper Truck	PEC9	CNL		0	400 000	0
10. Rear End Compactor with winchx2	PEC10			0	2000000	0
11. Borehole	PEC11	CNL		50 000	200000	0
12. Water Pump	PEC12	CNL		10 000	10 000	0
13. Fencing – Landfill site (Roll Over)	PEC13	MIG		1.817.000.00	0.00	0.00
14. Trenches	PEC14	CNL				5000
15. Installation – electricity landfill site	PEC15			0	50 000	0
16. Weigh Bridge office	PEC16			50 000	0	0
17. Weigh Bridge	PEC17			10 000		
18. Tools	PEC18	CNL		10 000	10 000	
19. Heavy Duty grease gun(replacement)	PEC19	CNL		2000	2000	
20. High Pressure washer	PEC20	CNL			2000	
PARKS AND VERGES **WEMBEZI** 21. Tractorx1	PEC21	CNL		0	275.000	250.000
22. Slashers (tractorx2)	PEC22	CNL		40.000	44.000	35.300
23. Kubota Tractor x1	PEC23	CNL		200.000	220.000	0

24. brushcutters x6	PEC24	CNL		45.000	50.000	0
25. Chainsaw x1	PEC25	CNL		8000	9000	0
26. Childrens playground – C & VQ section	PEC26	CNL		0	60.000	0
27. Combi – court- resurfacing	PEC27	CNL		0	40.000	0
28. Slasher with box x1	PEC28	CNL				110000
ESTCOURT 29. Tractor x3	PEC29	CNL		250.000	500.000	1.200.000
30. Parks office and workshop extension	PEC30	CNL		0	100.000	0
32. Workshop Tools	PEC32	CNL		10.000	10.000	0
33. Slashers x2	PEC33	CNL		40.000	40.000	0
34. Kubota Tractor	PEC34	CNL		0	200.000	200.000
35. Gyromower roller x1	PEC35	CNL		25.000	25.000	
36. Gyromower box x1	PEC36	CNL		25.000	25.000	0
37. Chainsaw	PEC37	CNL		8.000	0	0
38. Palyground Equipment (upgrade and new equipment)	PEC38	CNL		0	0	0
39.Brushcutters	PEC39	CNL		70.000	0	0
40. CRU - Hostel	PEC40			20.000.000	20000000	20000000
41.NDPG grant	PEC41			4.000.000	3000000	1000000
42. Marking machine	PEC42	CNL		17.000	0	0

WEENEN 43. Tractor	PEC43	CNL		0	250000	0
44. Slasher	PEC44	CNL		20.000	0	0
45. Brushcutters	PEC45	CNL		45.000	0	0
46. Gyromower	PEC46	CNL		50.000		
47. Renovation of Building (painting of toilets, roofs, doors, gates)						
48. Sportfield development (Kwanobamba)	PEC48	CNL				250.000
PARKS AND RECREATION **PARKS ADMIN - ESTCOURT** 49. Computer	PEC49	CNL		5.000	20.000	0
50. Digital Camera	PEC50	CNL		0	0	2.000
51.Health and Safety equipment (Building Control Officer)	PEC51	CNL		6000		
52. Office furniture and Equipment(Building Control Officer)	PEC52	CNL		15.000		
53. Kubota Tractor	PEC53	CNL			100.000	
54. Roller mowers 1.2m	PEC54	CNL			100.000	
55. Playgroung Equipment	PEC55	CNL				80 200

WEMBEZI 56. Slashers (tractorsx 2)	PEC56	CNL			275.000	35.300
57. Kubota Tractor	PEC57	CNL			220.000	
58.Trailor for tractor	PEC58	CNL				50.000
59. Chainsaw	PEC59	CNL			9000	
60. Childrens Playground C and VQ sections	PEC60	CNL				60 000
WEENEN 61Slasher x1, and tractor	PEC61	CNL		0	400.000	0
62.Park (Kwanobamba)	PEC62	CNL		0	275.000	0
63. Gyromower	PEC63	CNL				55.000
FIRE 64. major Fire tender(terminator tanker pumper)	PEC64	CNL		0	2.500.000	0
65. Torches x5	PEC65	CNL		500	0	0
66.Life hammer x1	PEC66	CNL		1.000	0	0
67.Fire Extinguishers x5	PEC67	CNL		1.975	0	0
68. Foam Drums x20	PEC68	CNL		50.000		
69. Soccer Table x1	PEC69	CNL				15000
70. TV set with DVD for lectures	PEC70	CNL		5.000		
71. Tools	PEC71	CNL		20.000	30.000	
72. Akron Branch	PEC72	CNL		8.000	0	8.000

73. uniforms	PEC73	CNL				
74.Breathing apparatus x5	PEC74	CNL		15.000	30.000	10.000
75. Gas Detector x1	PEC75	CNL		12.000	0	40.000
76. Flood light x1	PEC76	CNL				
77. Fire hoses	PEC77	CNL		30.000	50.000	
78. Measuring Wheel	PEC78	CNL		700		
79. Laptop	PEC79	CNL		7.000		
80. Hydrant pressure test	PEC80	CNL		200.000		
81. Digital camera with flash	PEC81	CNL		2.000		
82. Computer and Software	PEC82	CNL		7.000		20.000
CLININCS 83.Extension new clinic	PEC83	CNL		0	0	0
84. Furniture and Equipment	PEC84	CNL		5.000		5000
85. Air conditioners	PEC85	CNL		20.000		
LOCAL ECONOMIC DEVELOPMENT 86. LED – Canning Factory and market	PEC86	CNL		0	900.000	1.000.000
87. Tourism PLan	PEC87	CNL		10.000	450.000	
SPORTS FIELD- WEMBEZI 88. Ground Marking machine	PEC88	CNL		17.000	18.700	
89. Concrete Fencing – C section soccer field	PEC89	CNL			250.000	
90. Regrassing of field and drainage – C section	PEC90	CNL				100000

91. Soccer nets	PEC91	CNL		25.000		
FORDERVILLE 92. Upgrade field and fencing						
ESTCOURT 93. Lambert Park – improvements facilities	PEC93			0	500000	0
94. Zamphumpu Hostel (drainage sports field – after hostel complete	PEC94			0	110.000	40.000
95. Sports Equipment (soccer and netball poles)	PEC95				143.000	130.000
96. Cricket Screen	PEC96			20.000		
AERODROME 97. Runway tarring	PEC97			0	660.000	600.000
98. Palisade Fencing	PEC97			0	660.000	600.000
CEMETRIES - WEENEN 99. New cemetry – Kwamobamba (land)	PEC99	CNL		0	500.000	0
100. New cemetry EIA assessment	PEC100	CNL			100.000	
WEMBEZI 101. Establishemtn of cemetry	PEC101	CNL		0	100.000	0
CLINICS 102. Park homes	PEC102	CNL		0	20.000	0

103. Construction of water proof covering as waiting area	PEC103	CNL			60.000	
104. Additional male/female toilet block	PEC104	CNL			300.000	
105. Medical Equipment Glucometer and haemoglobinmeter	PEC105	CNL			6000	
106. TV and DVD for waiting room	PEC106	CNL			6000	
107. Oil heater	PEC107	CNL			600	
108. Fridge	PEC108	CNL			3000	
109. **Estcourt –** development of new cemetry	PEC109	CNL				126 400
SWIMMING POOLS **ESTCOURT** 110. Bert tucker swimming pool painting	PEC110	CNL		0	0	50000
111. Bert tucker swimming pool filteration plant repairs(Phase2)	PEC111	CNL		200.000	50.000	
112. Hilldene swimming pool fence replacement	PEC112	CNL		200.000	0	50.000

113. Hilldene swimming pool filteration plant repairs	PEC113	CNL		0	0	80.000
114. Hilldene Pool painting	PEC114	CNL			50.000	
115. Bert Tucker swimming pool re surfacing	PEC115				90.000	
ESTCOURT 116. Housing - Kwezi	PEC116	CRU		3.960.000.00	15.000.000.00	15.000.000.00
117. New cemetry EIA assessment	PEC117	CNL				
WEMBEZI 118. Interchange/ LED project	PEC118	CNL		0	12400	7.000.000
119. Youth Centre	PEC 119	CNL		200.000.00	0.00	0.00
120. Wembezi Upgrade	PEC 120	NDPG		400.000.00	500.000.00	500.000.00
121. Wembezi Upgrade (Roll Over)	PEC 121	NDPG		3.469.230.00	0.00	0.00
122. Weenen Rehabilitation (Roll Over)	PEC 122	Small Town Rehabilitation		6.444.183.00	0.00	0.00

1.7 MUNICIPAL MANAGER

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/012	2012/ 013	2013/ 14
119. Blinds	MM119	CNL		1000		
120. Chairs	MM120	CNL		1.500		
121. Furniture and Equipment	MM121	CNL			5.000	10.000
122. Filing Cabinets	MM122	CNL		0		

2. MUNICIPAL Transformations AND INSTITUTIONAL DEVELOPMENT

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/12	2012/13	2013/14
1.Councillors Education programme	IDT1	Municipality		100 000.00	000.00	
2.Policy development	IDT2	Municipality		100 000.00	000.00	
3.Local Labour Forum	IDT3	Municipality		50 000.00	000.00	
4.Management / Councillors Strategic planning workshop	IDT4	Municipality		50 000.00	000.00	

3. LOCAL ECONOMIC DEVELOPMENT.

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/012	2012/13	2013/14
1.Spatial Development Framework	LED1	DTLGA	The development of the framework is in the final phase.	365 000		
2.Integrated Waste Management Plan	LED2	DTLGA / MAP		360 000		
3.Land Audit	LED3	MSIG	Simultaneous with the property valuation process	000.00	200 000	
4.Municipal Ward Profiles & GIS Data Cleansing	LED4	Umtshezi Municipality	Includes aerial photography	000.00	400 000	
5.Umtshezi Sports field upgrade / construction	LED5	KZN Sports & Recreation department		1.500 000		
6.Concrete Palisade Fencing Swimming pools & Dumpsite	LED6	Umtshezi Municipality		000.00	1000 000	
7.SMME / CO-OPERATIVES DATABASE	LED7	Umtshezi Municipality		150000		
8.Tourism plan / agency	LED8	Umtshezi Municipality		000.00		
9.Special Programmes (HIV; Sports; Gender; Youth and disabled persons, pensioners)	LED9	Umtshezi Municipality		300 000		
10.Urban regeneration strategy	LED10	Umtshezi Municipality		000.00	150 000	

LOCAL ECONOMIC DEVELOPMENT

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/12	2012/13	
11.Umtshezi Resort	LED11	IDC	Awaiting approval	**000.00**	**000.00**	
12.Taxi Rank and Informal Trade Development	LED12	IDC	Awaiting approval	**000.00**	**000.00**	
13.Aerodrome Upgrade	LED13	IDC	Awaiting approval	**000.00**	**000.00**	
14.Weenen Cultural Village	LED14	IDC	Awaiting approval	**000.00**	**000.00**	
15.LED support	LED15	Umtshezi Municipality				
16.Keep Umtshezi Clean	LED16	Umtshezi Municipality				
17.HIV /AIDS Projects	LED17	Umtshezi Municipality				
18.Designated groups projects	LED18	Umtshezi Municipality				
19.Tourism support	LED19	Umtshezi Municipality				
20.Wilde Vees (Wildsfees)	LED20	Dept of Arts, Culture and Tourism				
21.Training in Indigenous Music (Isicathamiya & Maskandi)	LED21	Dept of Arts, Culture and Tourism				
22.Co-operatives support	LED22	Umtshezi Municipality				
23.SMMS's support	LED23	Umtshezi Municipality				

4. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/12	2012/13	2013/14
1.Ward Committees/stakeholders	DG1	Municipality		50 000.00	50 000.00	
2.HIV / AIDS Council	DG2	Municipality		100 000.00	100 000.00	
3.Field Workers	DG3	Municipality		150 000.00	175 000.00	
4.Relief Programmes/ pauper burials	DG4	Municipality		375 000.00	400 000.00	
5.Relief Programmes/emergency relief	DG5	Municipality		250 000.00	250 000.00	
6.Sports/leisure/youth	DG6	Municipality		975 000.00	1000 000.00	
7.Educational Support – bursaries	DG7	Municipality		140 000.00	140 000.00	
8.Public Participation Programmes	DG8	Municipality		800 000.00	850 000.00	
9. Special Programmes	DG9	Municipality		500 000.00	550 000.00	

5. FINANCIAL VIABILITY AND MANAGEMENT.

NAME OF PROJECT	REF. NO.	FUNDER	REMARK	CASHFLOW		
				2011/12	2012/13	2013/14
1.Debt Collection	Fvm1	Municipality		100 000.00	100 000.00	
2.Budget processes	Fvm2	Municipality		100 000.00	100 000.00	
3.Free Basic services	Fvm3	Municipality		3000 000.00	3 200 000.00	
4.Income regeneration strategy	Fvm4			100 000.00	000.00	

KZN234 Umtshezi - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source											
Property rates	2	26 232	29 164	33 739	33 463	35 063	35 063	35 063	37 167	39 396	41 761
Property rates - penalties & collection charges		5 183	5 008	6 239	5 732	5 732	5 732	5 732	5 789	5 847	5 906
Service charges - electricity revenue	2	71 850	96 669	121 165	155 741	143 741	143 741	143 741	169 672	192 578	218 576
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	4 771	5 055	5 348	5 535	5 535	5 535	5 535	5 867	6 219	6 592
Service charges - other											
Rental of facilities and equipment		749	748	408	467	167	167	167	177	188	199
Interest earned - external investments											
Interest earned - outstanding debtors		2 591	333	1 069	249	249	249	249	264	280	297
Dividends received											
Fines		199	345	201	299	299	299	299	302	305	308
Licences and permits		4 554	4 010	4 239	4 589	4 589	4 589	4 589	4 818	5 059	5 312
Agency services											
Transfers recognised - operational		18 328	20 894	24 727	29 398	29 480	29 480	29 480	33 078	36 675	39 714
Other revenue	2	4 247	2 371	2 469	1 031	2 011	2 011	2 011	2 132	2 260	2 395
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		**138 704**	**164 597**	**199 604**	**236 504**	**226 866**	**226 866**	**226 866**	**259 266**	**288 807**	**321 060**
Expenditure By Type											
Employee related costs	2	37 012	47 352	50 340	56 823	56 157	56 157	56 157	59 526	63 097	66 885
Remuneration of councillors		3 621	3 843	3 673	4 024	4 691	4 691	4 691	4 926	5 172	5 430
Debt impairment	3	8 342	10 489	2 789	10 000	12 800	12 800	12 800	10 000	12 000	14 000
Depreciation & asset impairment	2	17 220	18 576	38 677	31 686	31 686	31 686	31 686	35 000	38 000	40 000
Finance charges		491	915	1 012	1 050	2 050	2 050	2 050	2 153	2 260	2 373
Bulk purchases	2	55 371	74 023	92 582	121 948	121 948	121 948	121 948	138 411	157 096	178 304
Other materials	8	–	–	3 142	–				7 304	7 671	8 054
Contracted services		1 869	2 477	2 987	3 180	5 925	5 925	5 925	6 518	7 169	7 886
Transfers and grants		–	–	–	–	–	–	–	–	–	–
Other expenditure	4, 5	36 684	27 594	19 922	24 643	29 609	29 609	29 609	21 850	22 943	24 090
Loss on disposal of PPE		–	134	33	–						
Total Expenditure		**160 610**	**185 403**	**215 157**	**253 354**	**264 866**	**264 866**	**264 866**	**285 688**	**315 408**	**347 022**
Surplus/(Deficit)		**(21 906)**	**(20 806)**	**(15 553)**	**(16 850)**	**(38 000)**	**(38 000)**	**(38 000)**	**(26 422)**	**(26 601)**	**(25 962)**
Transfers recognised - capital		18 895	23 055	20 321	39 010	29 830	29 830	29 830	27 950	29 362	30 033
Contributions recognised - capital	6	–	–	–	–	–	–	–	–	–	–
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**
Taxation											
Surplus/(Deficit) after taxation		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**

SECTION H

SECTION H

FINANCIAL PLAN AND SDBIP

- FINANCIAL PLAN

FINANCIAL PLAN

Introduction

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The country is currently recovering from the downturn in the economy due to the recession in the last four years and the natural disasters, example, the tsunami that occurred in Japan. According to the National Treasury Budget Circular No 58, it states that the growth in the economy had slowed down from 4.5% to a revised 3.1% in 2011. Unemployment has increased from 21.8% in 2008 to 25.7% in 2011. As a result of this, a conservative approach needs to be adopted when forecasting future revenues and developing future financial plans.

Consumers who are biggest contributor of the financial resources find themselves in a position where it is difficult for them to meet their daily needs. It is therefore critical that in order to make the Integrated Development Plan (IDP) a credible document, that financial resources are obtained and allocated to prioritized projects in order to ensure that service delivery occurs. By developing financial strategies and making use of the limited financial resources available, projects can be funded, service delivery would occur and consumer confidence and satisfaction would be achieved.

Business Plan and Financial Strategy

The business plan and financial strategy that the municipality is adopting focuses on a long term and sustainable strategy that deals specifically with the following key issues:

- The current economic climate
- Business Retention and Expansion Programmes
- Debt levels
- Business Incentives
- Infrastructure Development
- Poverty

1. Current economic climate

As mentioned in the introduction, South Africa is currently recovering from a recession. It is emerging that the full effects of the recession is only felt now and will continue for at least one to two years. It is difficult to increase municipal tariffs to recover expenses for consumers and businesses that are finding it difficult to manage. The introduction of the Municipal Property Rates Act resulted in many property values increasing and consumers and businesses finding it difficult to pay for the rates now levied. In addition to this, the increases in the electricity tariffs have resulted in less disposable income for households and have resulted in many businesses retrenching staff. With these challenges, increases in tariffs for the next three years have been carefully considered. Service delivery needs to occur and funds need to be obtained to ensure that it is achieved. Increases in tariffs are proposed to increase as follows:

Description	2012/13	2013/14	2014/15
Property Rates	6%	6%	6%
Electricity	13.50%	13.50%	13.70%
Refuse	6%	6%	6%
Other	6%	6%	6%

External loans to fund capital expenditure has been obtained from the Development Bank of South Africa (DBSA). This loan funding will fund the upgrading of the electricity infrastructure. Repayment of the loan was carefully considered by the financial and we have ensured that the budget for the next three years includes future loan repayments. This would ensure that the Municipality has funds at all times to meet its obligations and thus increase its credit ratings.

2. Business Retention and Expansion Programmes

We have identified that in order to ensure long term sustainability of the economy of the town, the current businesses need to be retained. The municipality had embarked on a business retention and expansion programme to assess the current business satisfaction and confidence in the area. The results were analysed and steps were in place to address the concerns raised in the survey. Business stakeholder relations have been developed with the municipality and are proving fruitful. The continuation of this programme will ensure that business confidence improves and that additional businesses are drawn to uMtshezi.

3. Increasing Debt Levels

No Municipality in the country can exist or operate effectively if consumers do not pay for services rendered. Point 1 above highlights that the economic situation had caused the debt levels to increase. As a result, the Municipality has embarked on an aggressive campaign to reduce the debt. The following were achieved:

- Councillor commitment to the debt collection strategy
- Full implementation of the debt collection and credit control policy
- Engagement of a debt collection company (Venn Nemeth and Hart) to assist the municipality with the collection of its outstanding debt

The policy is being fully implemented with the support of the council and is proving successful. The continuation of this will ensure that the debt levels reduce and the attitude of a payment culture amongst consumers is developed. A payment culture of consumers will ensure a sustained low debt level in future and much realized revenue for the Municipality.

4. Business Incentives

For economic growth to occur, businesses need to be attracted to uMtshezi. The council had approved an incentive policy that would assist in drawing potential investors to the area. More investors, more development, more jobs created resulting in economic growth. Economic growth then leads to an increased rates base and reduced poverty levels enabling consumers to pay for services.

5. Infrastructure Development

The Municipality has embarked in increasing its electricity infrastructure and roads networks to allow for the expansion and incentive programmes. Electricity supply is currently being increased and the erection of the N3 interchange is opening up alternative road access networks in the area also enhancing the possibility of economic development and growth.

6. Poverty

A large number of the community in the uMtshezi area is indigent as is indicated in this document. In order to change this, many local economic initiatives have been embarked on as is highlighted in this IDP. The emphasis on business expansion, as mentioned in point 4 above, would also assist with job creation and poverty alleviation. In addition to this, the major capital projects planned for the next three years is labour intensive which would ensure that the local community is employed.

Operating Budget

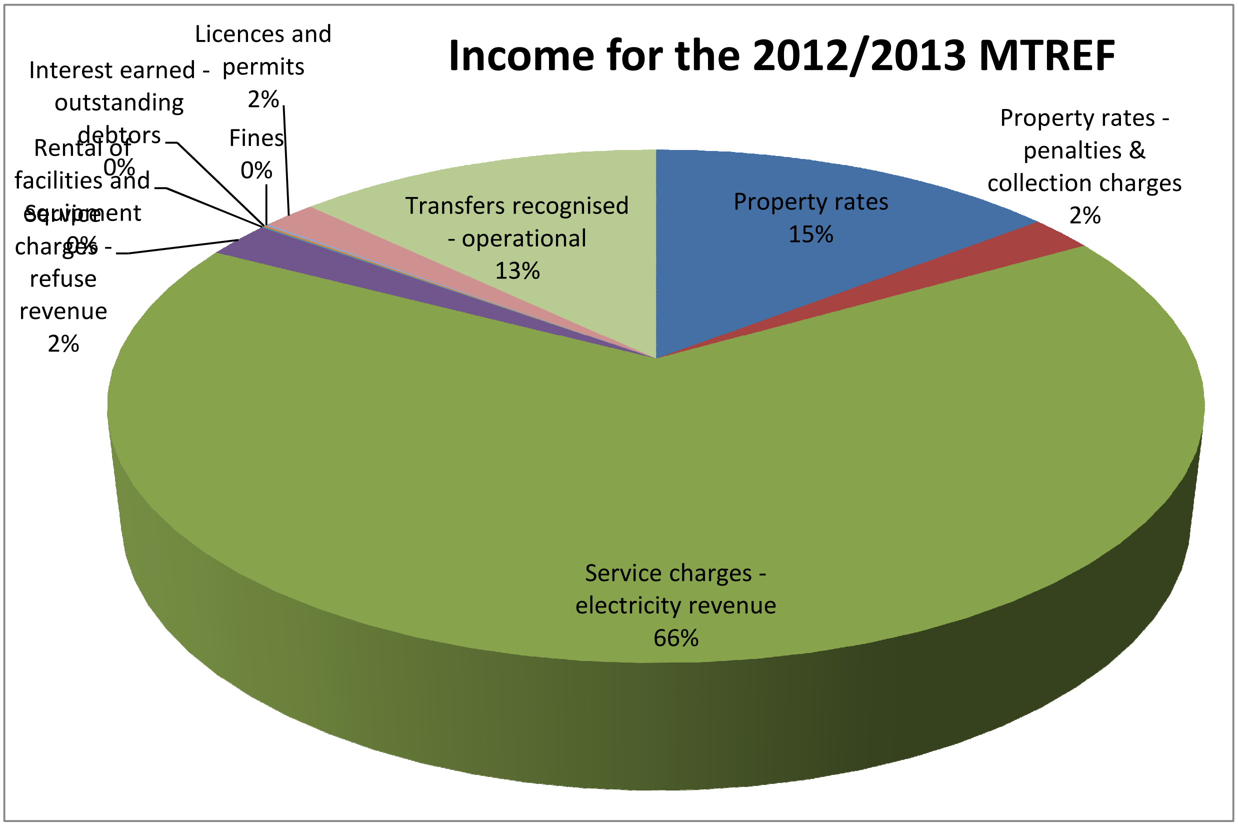
The following table is the draft medium term revenue and expenditure framework for the 2012/2013 to 2014/2015 financial years.

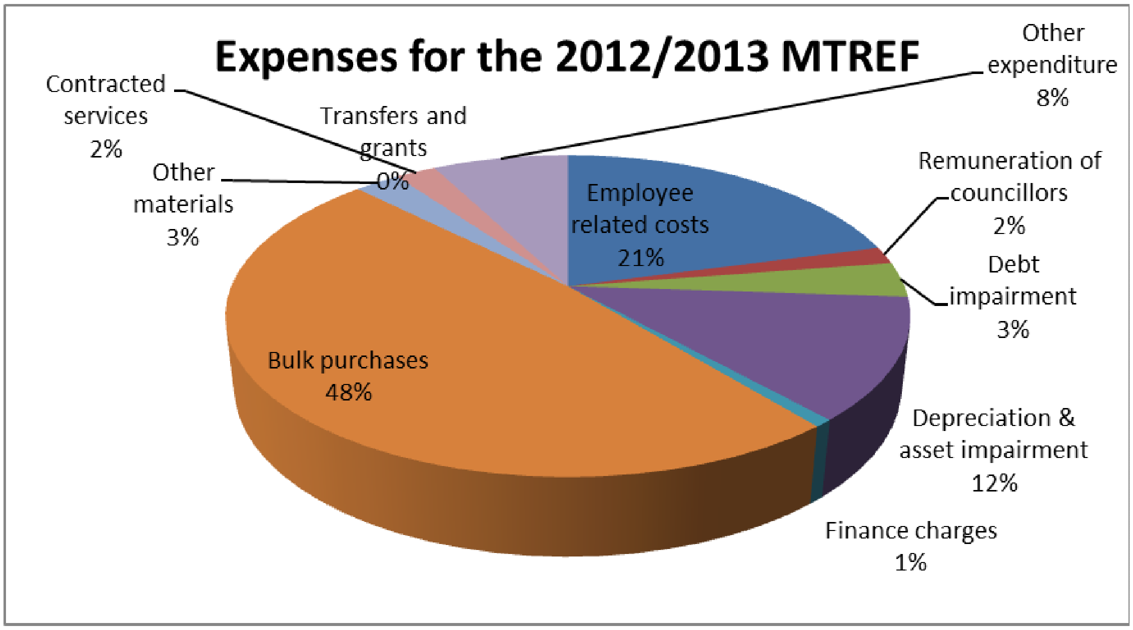
KZN234 Umtshezi - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source											
Property rates	2	26 232	29 164	33 739	33 463	35 063	35 063	35 063	37 167	39 396	41 761
Property rates - penalties & collection charges		5 183	5 008	6 239	5 732	5 732	5 732	5 732	5 789	5 847	5 906
Service charges - electricity revenue	2	71 850	96 669	121 165	155 741	143 741	143 741	143 741	169 672	192 578	218 576
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	4 771	5 055	5 348	5 535	5 535	5 535	5 535	5 867	6 219	6 592
Service charges - other											
Rental of facilities and equipment		749	748	408	467	167	167	167	177	188	199
Interest earned - external investments											
Interest earned - outstanding debtors		2 591	333	1 069	249	249	249	249	264	280	297
Dividends received											
Fines		199	345	201	299	299	299	299	302	305	308
Licences and permits		4 554	4 010	4 239	4 589	4 589	4 589	4 589	4 818	5 059	5 312
Agency services											
Transfers recognised - operational		18 328	20 894	24 727	29 398	29 480	29 480	29 480	33 078	36 675	39 714
Other revenue	2	4 247	2 371	2 469	1 031	2 011	2 011	2 011	2 132	2 260	2 395
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		**138 704**	**164 597**	**199 604**	**236 504**	**226 866**	**226 866**	**226 866**	**259 266**	**288 807**	**321 060**
Expenditure By Type											
Employee related costs	2	37 012	47 352	50 340	56 823	56 157	56 157	56 157	59 526	63 097	66 885
Remuneration of councillors		3 621	3 843	3 673	4 024	4 691	4 691	4 691	4 926	5 172	5 430
Debt impairment	3	8 342	10 489	2 789	10 000	12 800	12 800	12 800	10 000	12 000	14 000
Depreciation & asset impairment	2	17 220	18 576	38 677	31 686	31 686	31 686	31 686	35 000	38 000	40 000
Finance charges		491	915	1 012	1 050	2 050	2 050	2 050	2 153	2 260	2 373
Bulk purchases	2	55 371	74 023	92 582	121 948	121 948	121 948	121 948	138 411	157 096	178 304
Other materials	8	–	–	3 142	–				7 304	7 671	8 054
Contracted services		1 869	2 477	2 987	3 180	5 925	5 925	5 925	6 518	7 169	7 886
Transfers and grants		–	–	–	–	–	–	–	–	–	–
Other expenditure	4, 5	36 684	27 594	19 922	24 643	29 609	29 609	29 609	21 850	22 943	24 090
Loss on disposal of PPE		–	134	33	–						
Total Expenditure		**160 610**	**185 403**	**215 157**	**253 354**	**264 866**	**264 866**	**264 866**	**285 688**	**315 408**	**347 022**
Surplus/(Deficit)		**(21 906)**	**(20 806)**	**(15 553)**	**(16 850)**	**(38 000)**	**(38 000)**	**(38 000)**	**(26 422)**	**(26 601)**	**(25 962)**
Transfers recognised - capital		18 895	23 055	20 321	39 010	29 830	29 830	29 830	27 950	29 362	30 033
Contributions recognised - capital	6	–	–	–	–	–	–	–	–	–	–
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**
Taxation											
Surplus/(Deficit) after taxation		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		**(3 011)**	**2 249**	**4 768**	**22 160**	**(8 170)**	**(8 170)**	**(8 170)**	**1 528**	**2 761**	**4 071**

The operating revenue has been budgeted on an accrual basis that is consistent with the requirements of the National Treasury Budget Reforms. The operating expenditure has been budgeted based on realistic anticipated revenues. From the table, you will see that total revenue is R259.266 million in 2012/13 and escalates to R321.059 million by 2014/15. This represents a year-on-year increase of 14.39 per cent for the 2012/13 financial year and 11.39 per cent for the 2013/14 financial year. Revenue to be generated from property rates is R37 million in the 2012/13 financial year and increases to R42 million by 2014/15 which represents 14.34 per cent of the operating revenue base of the Municipality and therefore remains a significant funding source for the municipality. It remains relatively constant over the medium-term and tariff increases have been factored in at 6 per cent for each of the respective financial years of the MTREF. Services charges relating to electricity, and refuse removal constitutes the biggest component of the revenue basket of the Municipality totalling R176 million for the 2012/13 financial year and increasing to R225 million by 2014/15. For the 2012/13 financial year services charges amount to 66 per cent of the total revenue. This growth can mainly be attributed to the increase in the bulk prices of electricity. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government. It needs to be noted that in real terms the grants receipts from national government are growing rapidly over the MTREF. Bulk purchases have significantly increased over the 2008/09 to 2014/15 period escalating from R55 million to R178 million. These increases can be attributed to the substantial increase in the cost of bulk electricity from Eskom. Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

The operating expenditure has been carefully budgeted to ensure that adequate funds are available to pay for the expenditure to be incurred. Sufficient funds would be available.





The 2013 Division of Revenue Bill has allocated funds to the municipality as follows:

Details	2012/2013	2013/2014	2014/2015
	R	R	R
PROVINCIAL ALLOCATIONS			
CRU Programme	3 960 000	15 000 000	15 000 000
Property rates	8 778 000	11 500 000	11 500 000
Provincialiation of Libraries	894 000	1 878 000	1 981 000
Museum	134 000	143 000	151 000
Community Library	106 000	111 000	116 000
	13 872 000	28 632 000	28 748 000
NATIONAL ALLOCATIONS			
Operating Grants			
FMG	1 500 000	1 750 000	1 750 000
MSIG	800 000	900 000	950 000
Equitable Share	27 544 000	29 519 000	31 739 000
Equitable Share (Cllrs Remun)	2 100 000	2 374 000	3 027 000
	31 944 000	34 543 000	37 466 000
Capital Grants			
MIG	12 749 000	13 449 000	14 227 000
NDPG	0	0	0
	12 749 000	13 449 000	14 227 000

Allocations in kind			
NDPG	400 000	500 000	500 000
INEP	10 841 000	413 000	306 000
	11 241 000	913 000	806 000

These grants would be used for both capital projects and operating expenditure.

1. Tariffs

As mentioned above under the business plan and financial strategy section, tariffs for the next three years were carefully considered. They are as follows:

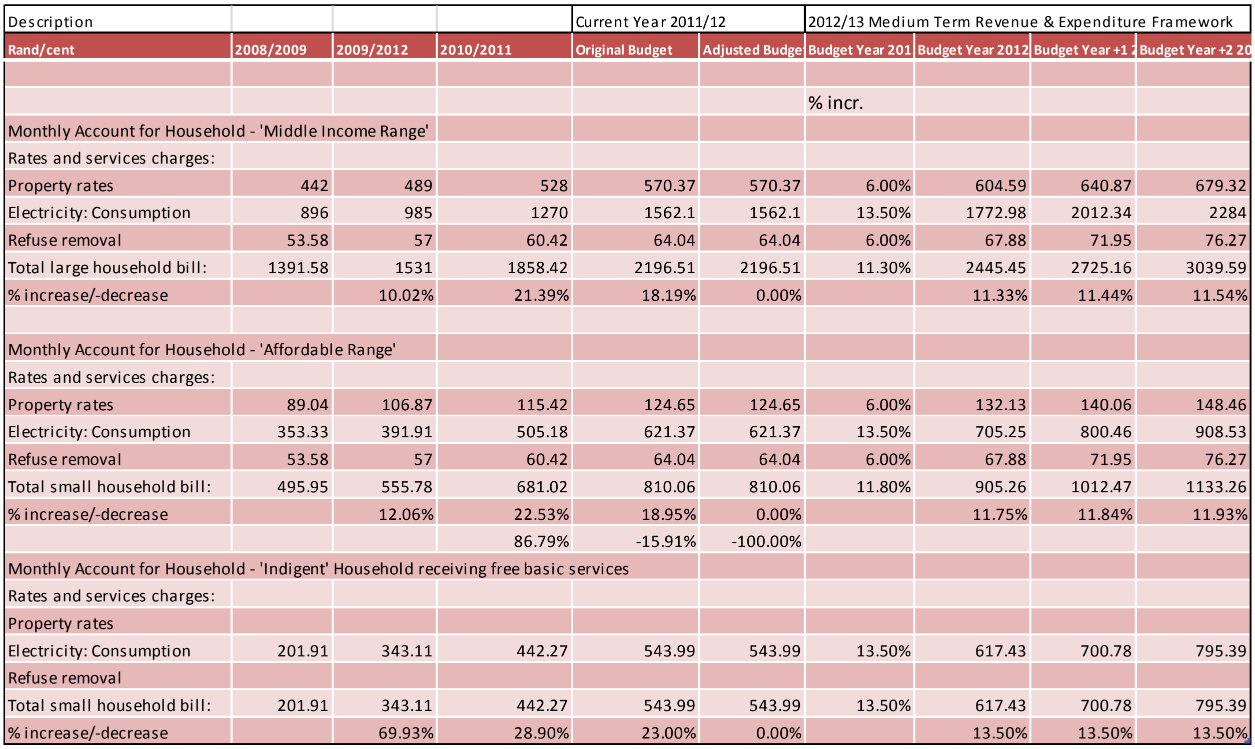
Description	2012/13	2013/14	2014/15
Property Rates	6%	6%	6%
Electricity	13.50%	13.50%	13.70%
Refuse	6%	6%	6%
Other	6%	6%	6%

The increase in the electricity tariffs results in projected gross profit for electricity below the Nersa benchmarks. Nersa benchmarks allow a 70% purchases versus income percentage, but uMtshezi, after the increase would have 85% purchases to income percentage. This inevitably means that the tariffs are low. An increase in tariffs of 11.05% is proposed by Nersa, but this increase would not be feasible as the Eskom increase is 13.5% for the purchase of electricity.

Property rates tariffs have increased by 9% and 8% in the 2011 and 2012 financial years respectively. For the next three years the tariff increases have reduced to 6%, 6% and 6% for the 2013, 2014 and 2015 financial years respectively. The economic climate and the consumer payment threshold were the factors that were considered in the proposal of the tariff increases.

Refuse and other charges are budgeted to increase by 6% for the next three years which is in line with National Treasury guidelines.

It was important to consider the effect of the municipal operations and the affordability of the consumers when setting the tariffs. The effect of the increases on the consumer household bill will be as follows:



Description				Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework			
Rand/cent	2008/2009	2009/2012	2010/2011	Original Budget	Adjusted Budge	Budget Year 201	Budget Year 2012	Budget Year +1 2	Budget Year +2 20
						% incr.			
Monthly Account for Household - 'Middle Income Range'									
Rates and services charges:									
Property rates	442	489	528	570.37	570.37	6.00%	604.59	640.87	679.32
Electricity: Consumption	896	985	1270	1562.1	1562.1	13.50%	1772.98	2012.34	2284
Refuse removal	53.58	57	60.42	64.04	64.04	6.00%	67.88	71.95	76.27
Total large household bill:	1391.58	1531	1858.42	2196.51	2196.51	11.30%	2445.45	2725.16	3039.59
% increase/-decrease		10.02%	21.39%	18.19%	0.00%		11.33%	11.44%	11.54%
Monthly Account for Household - 'Affordable Range'									
Rates and services charges:									
Property rates	89.04	106.87	115.42	124.65	124.65	6.00%	132.13	140.06	148.46
Electricity: Consumption	353.33	391.91	505.18	621.37	621.37	13.50%	705.25	800.46	908.53
Refuse removal	53.58	57	60.42	64.04	64.04	6.00%	67.88	71.95	76.27
Total small household bill:	495.95	555.78	681.02	810.06	810.06	11.80%	905.26	1012.47	1133.26
% increase/-decrease		12.06%	22.53%	18.95%	0.00%		11.75%	11.84%	11.93%
			86.79%	-15.91%	-100.00%				
Monthly Account for Household - 'Indigent' Household receiving free basic services									
Rates and services charges:									
Property rates									
Electricity: Consumption	201.91	343.11	442.27	543.99	543.99	13.50%	617.43	700.78	795.39
Refuse removal									
Total small household bill:	201.91	343.11	442.27	543.99	543.99	13.50%	617.43	700.78	795.39
% increase/-decrease		69.93%	28.90%	23.00%	0.00%		13.50%	13.50%	13.50%

Capital Budget

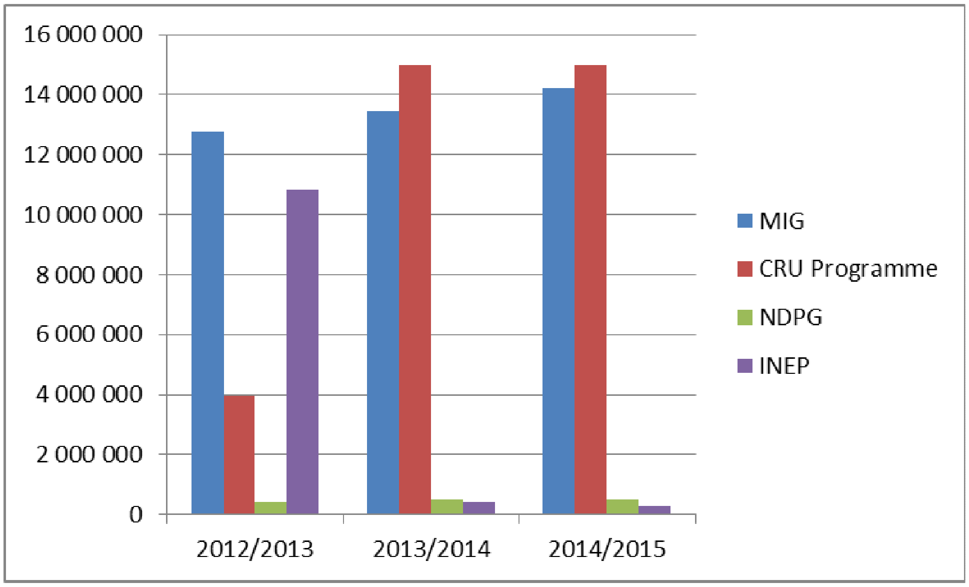
The Capital Budget for the next three years has been based on realistic anticipated revenues and grants that would be received to fund capital projects. The backlogs in the IDP have been prioritized and it was established that most of those projects need to be funded by sector departments. Capital expenditure for the next three years has been limited to the capital grants that will be received over the medium term. This is due to significant constraints in council funds and the significant impact that the increase in the bulk electricity tariffs had had on the cashflow of the municipality. The capital grants to be received are highlighted under the operating budget above.

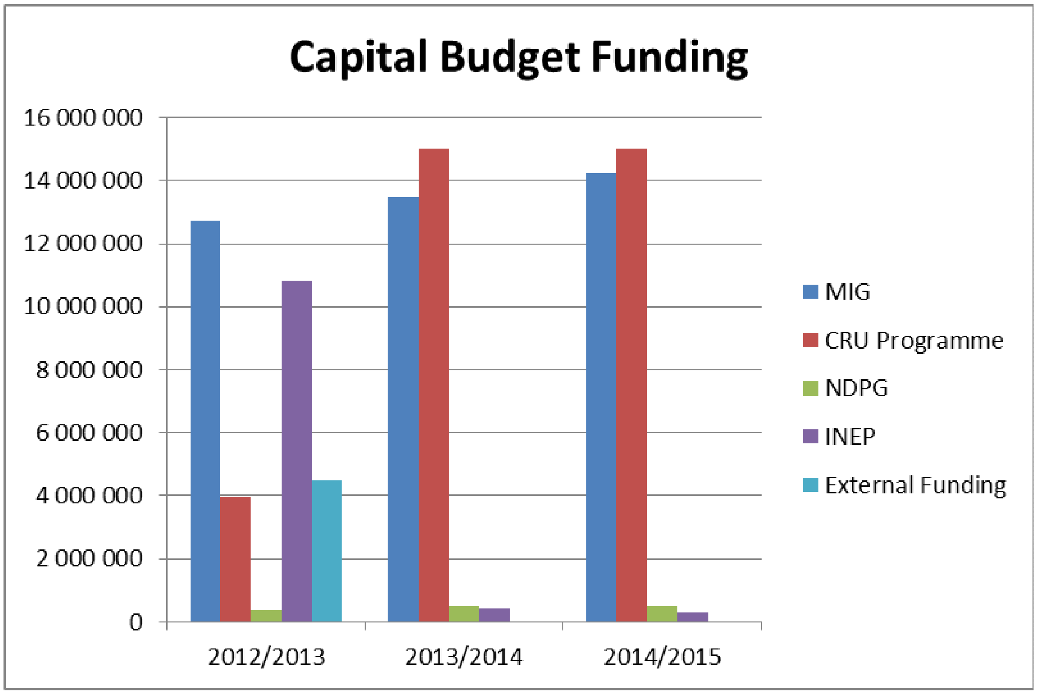
In order to ensure that the backlogs relating to the local municipality are adequately resolved, it was necessary to prioritize the projects that would be funded. Transformers need to be purchased to ensure that there is an increase in available electricity for some of the long term strategies as mentioned above and to deal with the expansion needs of the current businesses and housing projects in uMtshezi.

The capital budget is represented below:

Vote Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 1 - Corporate Service		–	–	–	–	–	–	–	–	–	–
Vote 2 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 3 - Finance and Budget		–	–	–	–	–	–	–	–	–	–
Vote 4 - Civil Service		–	–	–	–	–	–	–	–	–	–
Vote 5 - Planning,Economic and Community Service		–	–	–	–	–	–	–	–	–	–
Vote 6 - Electrical Service		–	–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Single-year expenditure *to be appropriated*	2										
Vote 1 - Corporate Service		403	491	953	240	814	814	814	–	–	–
Vote 2 - Municipal Manager		–	–	–	3	3	3	3	–	–	–
Vote 3 - Finance and Budget		–	214	335	50	50	50	50	–	–	–
Vote 4 - Civil Service		109	12 068	9 528	7 679	8 279	8 279	8 279	12 749	13 449	14 227
Vote 5 - Planning,Economic and Community Service		18 114	15 768	18 794	28 954	19 509	19 509	19 509	4 360	15 500	15 500
Vote 6 - Electrical Service		1 826	1 524	2 775	10 426	10 456	10 456	10 456	15 341	413	306
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**
Total Capital Expenditure - Vote		**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**
Capital Expenditure - Standard											
Governance and administration		**403**	**705**	**1 288**	**290**	**864**	**864**	**864**	**–**	**–**	**–**
Executive and council		–	–		90	90	90	90			
Budget and treasury office		–	214	335	50	50	50	50			
Corporate services		403	491	953	150	724	724	724			
Community and public safety		**18 114**	**15 535**	**4 692**	**24 956**	**4 692**	**4 692**	**4 692**	**3 960**	**15 000**	**15 000**
Community and social services		138	15 515		4 931	4 682	4 682	4 682			
Sport and recreation				72							
Public safety											
Housing		17 977	–	4 620	20 000	–	–	–	3 960	15 000	15 000
Health		–	20		25	10	10	10			
Economic and environmental services		**109**	**11 816**	**22 055**	**11 679**	**23 099**	**23 099**	**23 099**	**13 149**	**13 949**	**14 727**
Planning and development		–	–	12 526	4 000	14 820	14 820	14 820	400	500	500
Road transport		109	11 816	9 529	7 679	8 279	8 279	8 279	12 749	13 449	14 227
Environmental protection											
Trading services		**1 826**	**1 857**	**4 350**	**10 427**	**10 456**	**10 456**	**10 456**	**15 341**	**413**	**306**
Electricity		1 826	1 776	2 775	10 427	10 456	10 456	10 456	15 341	413	306
Water											
Waste water management		–	81	1 575							
Waste management											
Other			**153**								
Total Capital Expenditure - Standard	3	**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**
Funded by:											
National Government		18 895	12 104	–	19 010	29 830	29 830	29 830	23 990	14 362	15 033
Provincial Government		–	15 515	20 179	20 000	–	–	–	3 960	15 000	15 000
District Municipality		–	–	–	–						
Other transfers and grants											
Transfers recognised - capital	4	**18 895**	**27 619**	**20 179**	**39 010**	**29 830**	**29 830**	**29 830**	**27 950**	**29 362**	**30 033**
Public contributions & donations	5										
Borrowing	6			4 249	4 500	4 928	4 928	4 928	4 500		
Internally generated funds		1 557	2 446	7 957	3 842	4 353	4 353	4 353			
Total Capital Funding	7	**20 452**	**30 065**	**32 385**	**47 352**	**39 111**	**39 111**	**39 111**	**32 450**	**29 362**	**30 033**

The capital budget will be funded from grants and external loans. Below is a grant that diagrammatically depicts the grants.





CONCLUSION

The implementation of sound financial planning and budgeting will ensure sustainable service delivery that would result in growth for the municipality. These budgets, business plans and strategies have been developed to ensure that backlogs are addressed and that future financial problems are avoided and timeously corrected. It is also to ensure that projects planned are adequately funded and that future projects can be realistically planned and budgeted.

KZN234 Umtshezi - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue by Vote	-															
Corporate Services		621	621	621	621	621	621	621	621	621	621	621	622	7,451	7,823	8,487
Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance and Budget		7,659	7,659	7,659	7,659	7,659	7,659	7,659	7,659	7,659	7,659	7,659	7,659	91,910	105,530	119,000
Civil Services		899	899	899	899	899	899	899	899	899	899	899	899	10,783	19,517	34,745
Planning,Economic and Community Services		503	503	503	503	503	503	503	503	503	503	503	503	6,038	6,340	6,657
Electrical Services		13,397	13,397	13,397	13,397	13,397	13,397	13,397	13,397	13,397	13,397	13,397	13,397	160,761	176,494	197,203
Total Revenue by Vote		**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,080**	**276,944**	**315,705**	**366,092**
Expenditure by Vote to be appropriated	-															
Corporate Services		1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	22,792	23,934	25,130
Municipal Manager		86	86	86	86	86	86	86	86	86	86	86	86	1,031	1,082	1,136
Finance and Budget		2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	32,763	41,697	48,301
Civil Services		1,608	1,608	1,608	1,608	1,608	1,608	1,608	1,608	1,608	1,608	1,608	1,431	19,115	27,367	37,969
Planning,Economic and Community Services		3,020	3,020	3,020	3,020	3,020	3,020	3,020	3,020	3,020	3,020	3,020	3,020	36,241	38,053	44,475
Electrical Services		11,851	11,851	11,851	11,851	11,851	11,851	11,851	11,851	11,851	11,851	11,851	11,851	142,209	156,616	173,289
Total Expenditure by Vote		**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,017**	**254,151**	**288,750**	**330,300**
Surplus/(Deficit) before assoc.		**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**2,063**	**22,793**	**26,955**	**35,792**

KZN234 Umtshezi - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Revenue By Source															
Property rates	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,819	33,839	36,546	39,469
Property rates - penalties & collection charges	482	482	482	482	482	482	482	482	482	482	482	482	5,786	5,843	5,902
Service charges - electricity revenue	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,979	155,741	191,562	235,621
Service charges - refuse revenue	461	461	461	461	461	461	461	461	461	461	461	462	5,535	5,867	6,219
Rental of facilities and equipment	65	65	65	65	65	65	65	65	65	65	65	64	778	816	857
Interest earned - outstanding debtors	21	21	21	21	21	21	21	21	21	21	21	21	249	261	275
Fines	25	25	25	25	25	25	25	25	25	25	25	25	299	305	311
Licences and permits	382	382	382	382	382	382	382	382	382	382	382	382	4,589	4,818	5,059
Transfers recognised - operational	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	1,743	29,608	32,320	35,571
Other revenue	60	60	60	60	60	60	60	60	60	60	60	850	1,511	1,586	1,665
Total Revenue (excluding capital transfers and contributions)	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,827**	**237,934**	**279,926**	**330,950**
Expenditure By Type															
Employee related costs	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	57,620	62,518	67,832
Remuneration of councillors	335	335	335	335	335	335	335	335	335	335	335	335	4,024	4,266	4,522
Debt impairment	833	833	833	833	833	833	833	833	833	833	833	833	10,000	10,000	10,000
Depreciation & asset impairment	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	31,686	31,686	31,686
Finance charges	88	88	88	88	88	88	88	88	88	88	88	88	1,050	1,071	1,092
Bulk purchases	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,163	121,948	149,996	184,495
Contracted services	265	265	265	265	265	265	265	265	265	265	265	265	3,180	3,338	3,504
Other expenditure	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	1,893	24,643	25,875	27,168

Loss on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,194**	**21,018**	**254,151**	**288,750**	**330,300**
Surplus/(Deficit)	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,366)**	**(1,191)**	**(16,217)**	**(8,824)**	**650**
Transfers recognised - capital	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	39,010	35,779	35,142
Contributions recognised - capital												–	–	–	–
Contributed assets												–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**1,885**	**2,060**	**22,793**	**26,955**	**35,792**

KZN234 Umtshezi - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Single-year expenditure *to be appropriated*															
Corporate Services	20	20	20	20	20	20	20	20	20	20	20	20	240	2,250	691
Municipal Manager	0	0	0	0	0	0	0	0	0	0	0	(0)	3	5	10
Finance and Budget	4	4	4	4	4	4	4	4	4	4	4	4	50	57	–
Civil Services	640	640	640	640	640	640	640	640	640	640	640	640	7,679	11,179	13,482
Planning,Economic and Community Services	2,413	2,413	2,413	2,413	2,413	2,413	2,413	2,413	2,413	2,413	2,413	2,413	28,954	45,048	32,079
Electrical Services	869	869	869	869	869	869	869	869	869	869	869	869	10,426	6,507	5,206
Capital single-year expenditure sub-total	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**47,352**	**65,046**	**51,468**
Total Capital Expenditure	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**3,946**	**47,352**	**65,046**	**51,468**

KZN234 Umtshezi - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
R thousand	**July**	**August**	**Sept.**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**	**Budget Year 2011/12**	**Budget Year +1 2012/13**	**Budget Year +2 2013/14**
Cash Receipts By Source													1		
Property rates	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	33,839	36,546	39,469
Property rates - penalties & collection charges	482	482	482	482	482	482	482	482	482	482	482	482	5,786	5,843	5,902
Service charges - electricity revenue	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	12,978	155,741	191,562	235,621
Service charges - sanitation revenue	461	461	461	461	461	461	461	461	461	461	461	461	5,535	5,867	6,219
Rental of facilities and equipment	65	65	65	65	65	65	65	65	65	65	65	65	778	817	858
Interest earned - outstanding debtors	21	21	21	21	21	21	21	21	21	21	21	21	249	261	274
Fines	25	25	25	25	25	25	25	25	25	25	25	25	299	305	311
Licences and permits	382	382	382	382	382	382	382	382	382	382	382	382	4,589	4,818	5,059
Transfer receipts - operational	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	2,533	30,398	32,320	35,571
Other revenue	60	60	60	60	60	60	60	60	60	60	60	60	721	757	794
Cash Receipts by Source	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**19,828**	**237,935**	**279,096**	**330,078**
Other Cash Flows by Source															
Transfer receipts - capital	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	39,010	35,779	35,142
Total Cash Receipts by Source	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**23,079**	**276,945**	**314,875**	**365,220**
Cash Payments by Type															
Employee related costs	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	4,802	57,620	62,518	67,832
Remuneration of councillors	335	335	335	335	335	335	335	335	335	335	335	335	4,024	4,265	4,521

Collection costs	258	258	258	258	258	258	258	258	258	258	258	258	3,100	3,255	3,418
Interest paid	88	88	88	88	88	88	88	88	88	88	88	88	1,050	1,071	1,092
Bulk purchases - Electricity	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	121,948	149,996	184,495
Contracted services	265	265	265	265	265	265	265	265	265	265	265	265	3,180	3,338	3,504
General expenses	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	24,818	26,058	27,361
Cash Payments by Type	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**17,978**	**215,740**	**250,501**	**292,223**
Other Cash Flows/Payments by Type															
Capital assets	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	47,352	65,046	51,469
Total Cash Payments by Type	**21,924**	**21,924**	**21,924**	**21,924**	**21,924**	**21,924**	**21,924**	**21,924**	**21,924**	**21,924**	**21,924**	**21,925**	**263,092**	**315,547**	**343,692**
NET INCREASE/(DECREASE) IN CASH HELD	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**1,154**	**13,853**	**(672)**	**21,528**
Cash/cash equivalents at the month/year begin:		1,154	2,309	3,463	4,618	5,772	6,927	8,081	9,235	10,390	11,544	12,699	–	13,853	13,181
Cash/cash equivalents at the month/year end:	1,154	2,309	3,463	4,618	5,772	6,927	8,081	9,235	10,390	11,544	12,699	13,853	13,853	13,181	34,709

Quarterly Projections for Service Delivery Targets and other Performance Indicators : 2011/2012

DEPARTMENT - PLANNING, ECONOMIC & COMMUNITY SERVICES

Unit of Measurement	Annual Target	Revised Target	Quarter Ending 30 Sept		Quarter Ending 31 Dec		Quarter Ending 31 March		Quarter Ending 30 June	
			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Submit in January 2011	1						1			
Submit in February 2011	1						1			
Published in June 2011	1								1	
Co-ordination of NDPG project	100%		25%		25%		30%		20%	
Local economic development initiatives	100%		20%		30%		40%		10%	
Procurement of outdoor tables & chairs	100%		50%		50%					
Purchase of vehicles from DBSA funding	100%		100%							
Approval by April 2011	1						1			
Approval by June 2011	1								1	
Borehole	50,000				50,000					
Purchase waterpump	10,000				10,000					
Purchase fencing landfill site	2,831,000				1,415,500		1,415,500			
Weigh Bridge office	50,000						50,000			
Purchase tools	10,000		10,000							
Purchase heavy duty grease gun	2,000		2,000							
Purchase slashers	40,000		40,000							
Purchase tractor	200,000				200,000					

Quarterly Projections for Service Delivery Targets and other Performance Indicators : 2010/2011

DEPARTMENT: ENGINEERING - CIVIL

Vote/Indicators	Unit of Measurement	Annual Target	Qtr Ending; 30 Sept	Qtr Ending; 31 Dec	Qtr Ending; 31 March	Qtr Ending; 30 June
			Proj	Proj	Proj	Proj
DEPARTMENT: ENGINEERING - CIVIL						
Vote: Finance & Administration						
Compilation of agenda and review of minutes	Number of agendas and meetings	36	9	9	9	9
Enquiries and complaints	Number of repplies to be attended on a monthly basis	12	3	3	3	3
Draft 2011/2012 budget	Submit in January 2011	1			1	
Draft SDBIP for 2011/2012 budget year	Submit in February 2011	1			1	
Budget related policies	Finalised in February 2011	1			1	
Draft 2010/2011 budget	Tabled at council meeting in March 2011	1			1	
Establish roads maintenance plan	Finalised in September 2010	1	1			
Draft SDBIP for 2011/2012	Tabled at council meeting in March 2011	1			1	
Vote: Road Transport						
MIG Project		7,679,000	2,559,667	2,559,667	2,559,663	
		7,679,000				

Quarterly Projections for Service Delivery Targets and other Performance Indicators : 2010/2011

DEPARTMENT: FINANCE

Unit of Measurement	Annual Target	Qtr Ending; 30 Sept	Qtr Ending; 31 Dec	Qtr Ending; 31 March	Qtr Ending; 30 June
		Proj	Proj	Proj	Proj
Submit to Auditor General in August 2010	1	1			
Submit in August 2010	1	1			
Statements prepared on a monthly basis	12	3	3	3	3
Submit reports quarterly to the council	4	1	1	1	1
Start the process in December 2010	1		1		
Tabled to the council in January 2011	1			1	
Tabled in February 2011	1			1	
Finalised in February 2011	1			1	
Tabled at council meeting in March 2011	1			1	
Tabled at council meeting in March 2011	1			1	
Forward in April 2011	1				1
Forward in April 2011	1				1
Forward in April 2011	1				1
Update every quarter	4	1	1	1	1

Start in July 2010	12	3	3	3	3
Start in August 2010	12	3	3	3	3
Complete update in October 2010					
Finalise in July 2010					
Reporting on a monthly basis to the council	12	3	3	3	3
Account queries to be resolved immediately every month	12	3	3	3	3
Complete in August 2010	1	1			
Review reading results on a monthly basis	12	3	3	3	3
Resolve on a monthly basis	12	3	3	3	3
Finalise in August 2010					
Submit on a monthly basis	12	3	3	3	3
Submit on a monthly basis	12	3	3	3	3
Review within 7 working days after every month end	12	3	3	3	3
Number of creditors to be paid on time	100%	100%	100%	100%	100%
Software	20,000		20000		
Computers x 5	30,000		30000		
	50,000				

Quarterly Projections for Service Delivery Targets and other Performance Indicators : 2010/2011

DEPARTMENT: ENGINEERING - ELECTRICAL

Vote/Indicators	Unit of Measurement	Ward	Annual Target	Qtr Ending; 30 Sept	Qtr Ending; 31 Dec	Qtr Ending; 31 March	Qtr Ending; 30 June	
				Proj	Proj	Proj	Proj	Act
DEPARTMENT: ENGINEERING - ELECTRICAL								
Vote: Electricity								
Sub 57 upgrade part 1 switch gear protection	Sub 57 upgrade part 1 switch gear protection	All	4,500,000	1,500,000	1,500,000	1,500,000		
Replace circuit breakers	Replace circuit breakers	All	363,000	121,000	121,000	121,000		
Projection upgrade for substation	Projection upgrade for substation	All	363,000	121,000	121,000	121,000		
Scada system	Purchase scada system		200,000		200,000			
Electrification projects	Electrification projects	All	4,500,000	1,500,000	1,500,000	1,500,000		
Fault Locator	Purchase Fault Locator	All	350,000	350,000				
Undertake street light improvement	Undertake street light improvement	All	50,000		50,000			
Tools & Equipment	Purchase tools & Equipment		100,000	100,000				
			10,426,000					

Quarterly Projections for Service Delivery Targets and other Performance Indicators : 2011/2012

DEPARTMENT - CORPORATE SERVICES

Vote/Indicator	Unit of Measurement	Annual Target	Quarter Ending September	Quarter Ending December	Quarter Ending March	Quarter Ending June
			Projected	Projected	Projected	Projected
DEPARTMENT - CORPORATE SERVICES						
1. Vote: Finance & Administration						
1.1 Administration						
Compilation of agenda & minutes	Number of agendas and meetings	24				
Enquiries and complaints	Number of responses to be attended on a monthly basis	Ongoing				
Municipal Website upgrade	Upgrade performed on a monthly basis	12				
Skills Development Plan	Submit report by July 2010	1				
Draft 2011/2012 budget	Submit in January 2011	1				
Approved 2011/2012 budget	Published in June 2011	1				
Performance agreements and S D B I P	Made public in July 2010	1				
Implementing media communication policy	Finalise in August 2010	1				

Train staff on customer care and Batho Pele principles	Training to take place in August 2010	1				
Appoint customer care liason officer	To be appointed in July 2010	1				
Establish a strategy to deal with the trucks stopping within the town and the surrounding areas.	Finalise in September 2010	1				
Address the issue of parking in town	Finalise in December 2010	1				
Attend issues regarding the taxi rank permits	Finalise in October 2010	1				

Update staffs' career profile	Finalise in January 2011	1				
1.2 Other						
Furniture Foyer	Purchase of furnisher for foyer	10,000	10,000			
Air Conditioner	Purchase aircon for Town Library	30,000		30,000		
Study Tables & Chairs	Purchase study tables & chairs for Town Library	15,000		15,000		
Computers x7 & 2 printers	Purchase 7 computers & 2 printers for Town Library	40,000			40,000	
Council tables & chairs	Purchase tables & chairs for council chambers	80,000	80,000			
Crockery & Cutlery	Purchase crockery & cutlery & table cloth	10,000	10,000			
Burglar Guards	Purchase burglar guards for Paapkuilsfontein Hall	10,000				10000
Fans	Purchase fans for Paapkuilsfontein Hall	5,000				5000
Burglar Guards	Purchase burglar guards for Wembezi C Section Hall	10,000				10000
Burglar Guards	Purchase burglar guards for Mimosadale hall	10,000				10000
Burglar Guards	Purchase burglar guards for Cornfiellds hall	10,000				10000
Burglar Guards	Purchase burglar guards for Kwanombamba hall	10,000				10000
		240,000				

Quarterly Projections for Service Delivery Targets and other Performance Indicators : 2010/2011

DEPARTMENT - MUNICIPAL MANAGER'S OFFICE

Vote/Indicators	Unit of Measurement	Annual Target	Qtr Ending; 30 Sept	Qtr Ending; 31 Dec	Qtr Ending; 31 March	Qtr Ending; 30 June
			Proj	Proj	Proj	Proj
DEPARTMENT - MUNICIPAL MANAGER'S OFFICE **Vote: Executive and Council**						
1. Mayoral Office						
Report on implementation of budget	Submit quarterly to the Council	4	1	1	1	1
Prepare and review performance indicators in SDBIP	Made public in July 2010	1	1			
Prepare and review performance agreements in SDBIP	Made public in July 2010	1	1			
Set time schedule of key deadlines for budget and IDP process	Tabled in August 2010	1	1			
Mid year performance assessment report	Tabled in January 2011	1			1	
Adjustments budget	Adjustments should have been done and tabled by February 2011	1			1	
Revisions to IDP, resolutions and other related documents	Tabled at council meeting in March 2011	1			1	
Issues raised in the Auditor General report	Will be addressed by March 2011	1			1	
Consultation on draft budget	Meeting to be held in April 2011	1			1	
Responds to submissions of community	Effect amendments in budget in May 2011	1				1
Service Delivery and Budget Implementation Plan	Approve in June 2011	1				1
2. Municipal Manager						
Establish register of outstanding issues	Finalise and present to MANCO in January 2011	1			1	

Progress reporting on the outstanding issues by each departmental head	Tabled in MANCO meeting in March 2011 and May 2011					
Report to Council on expenditure incurred on staff salaries, wages, allowances and benefits and other important issues	Meetings and submissions to the council every quarter	4	1	1	1	1
Mid year perfomance assessment report to Mayor, National Treasury and Provincial Treasury.	Submit in January 2011	1			1	
Promote local economic development to large, medium and small business owners and other stakeholders	Meetings to take place on a quarterly basis	4	1	1	1	1
Time schedule of key deadlines for budget and IDP process	Hold izimbizo as follows: in September 2010, November 2010, January 2011, April 2011 and June 2011	5	1	1	1	2
Public involvement and revision of municipality's rates and engagement of chamber	Public meetings to be held quarterly	4	1	1	1	1
Hosting of local sports achievers' function	Event takes place in March 2011	1			1	
Undertake meetings with Traditional councils (Amakhosi)	Meet on a quarterly basis	4	1	1	1	1
Establish area based managers at Weenen and Wembezi and second a senior person to these area	Finalise appointments in July 2010	1	1			
Hold management meetings at Wembezi and Weenen in order to attend querries and concerns of the public in these areas	Meeting to take place on a monthly basis	12	3	3	3	3
Issue a newsletter to the public	Publish on a quarterly basis	4	1	1	1	1
Place advertisement (article) in the local news paper in respect of municipality's services rendered and municipal programms	Publish on a monthly basis	12	3	3	3	3
Municipal website update regarding municipal plans, strategies and policies)	Update every quarter	4	1	1	1	1
Hold Mayoral breakfast with the bursary holders	Meeting to take place every year in June 2011	1				1

Monthly budget statements to the Mayor and PT	Tabled every month to the council	12	3	3	3	3
Annual financial statements to Auditor General	Submit at the end of August 2010					
IDP consolidation processes	Start in August 2010	3	3			
Engages with national and provincial sector departments on sector specific programmes for allignment with the IDP	Start in September 2010	4	4			
Impact of different service delivery levels on rates and tariffs	Inform community in October 2010	1		1		
National policies, budget plans, and potential price increase of bulk resources	Review with dept heads in October 2010	1		1		
Changes to the IDP for incorporation into IDP review	Review in November 2010	1		1		
Annual report	Made public in January 2011	1			1	
Annual report to Auditor General, Provincial Treasury and Department of Provincial Local Government	Submit in January 2011	1			1	
Draft budget and plans for the next 3 years to the Mayor	Submit in March 2011	1			1	
Oversight report of annual report	Made public in March 2011	1			1	
Draft budget, plans and proposed revisions to IDP	Publish in March 2011	1			1	
Approved budget and budget related policies	Publish in July 2011	1	1			
Draft SDBIP and annual performance agreements to the Mayor	Submit in July 2010	1	1			
Approved SDBIP to National Treasury	Submit in July 2010	1	1			
1.4 Capital Expenditure						
Blinds	Puchase blinds	1,000	1000			
Chairs	Purchase Chairs	1,500	1500			
		2,500				

SECTION I

ORGINSATIONAL PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System draws together the information and analysis required at all levels to monitor and evaluate inputs, outputs and outcomes of the implementation programme and use this information in continued planning and implementation.

The purpose of the Performance Management System is to enable the assessment of the effectiveness of the Municipality's programme of delivery against it's developmental objectives, with the intention of progressively improving the quality of its planning and delivery.

The key responsibility for ensuring it is in place, and its management, effectively rests with the Municipal Manager. The operational management of the PMS is been co-ordinate by the IDP/LED Manager. The Organizational Performance Management System is reviewed annually in-house. During the 2010\2011 FINANCIAL Year the Performance management Systems was developed by the Senior LED/IDP Manager.

Performance Management Framework

for the

Umtshezi Municipality

July 2011

Table of Contents

1. INTRODUCTION ....

2. THE LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT................

3. MANAGING AND MEASURING PERFORMANCE AT VARIOUS LEVELS ....

4. OBJECTIVES OF THE UMTSHEZI MUNICIPALITY PERFORMANCE MANAGEMENT SYSTEM ....

5. PRINCIPLES GOVERNING THE OPMS OF THE MUNICIPALITY ....

6. PREFERRED PERFORMANCE MANAGEMENT MODEL ....

7. THE PROCESS OF MANAGING PERFORMANCE ....

8. THE AUDITING OF PERFORMANCE MEASURES ....

9. GENERAL ISSUES RELATED TO PERFORMANCE MANAGEMENT ....

10. Requirements for the implementation of the framework…………..………......…………

11. CONCLUSION ....

Annexures

"A". Organisational Scorecard

"B". 2001 Municipal Planning and Performance Management Regulations

"C" 2006 Performance Regulations for Section 57 Managers

“D” Article on making the most of a Municipality’s first performance report

“E” Recommended data management system and process

"F". Example of an integrated IDP, OPMS and Budget cycle

“G” Job Profile and Description: Manager responsible for Organisational Performance Management

“H” Summary of implementation requirements as per the OPMS cycle

1. Introduction

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different roleplayers.

In line with the said legal requirement this framework should be seen as a policy document that will set out:

- The requirements that the Umtshezi Municipality's OPMS will need to fulfill,
- The principles that must inform its development and subsequent implementation,
- The preferred performance management model of the Municipality,
- The process by which the system will work,
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

2. The legislative framework for performance management

The major OPMS policy instruments are the 1998 White Paper on Local Government supported by the Batho Pele principles encompassed in the White Paper on the Transformation of Public Service Delivery (1997). These policies were given legal stature through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000).

The Municipal System Act requires all municipalities to:

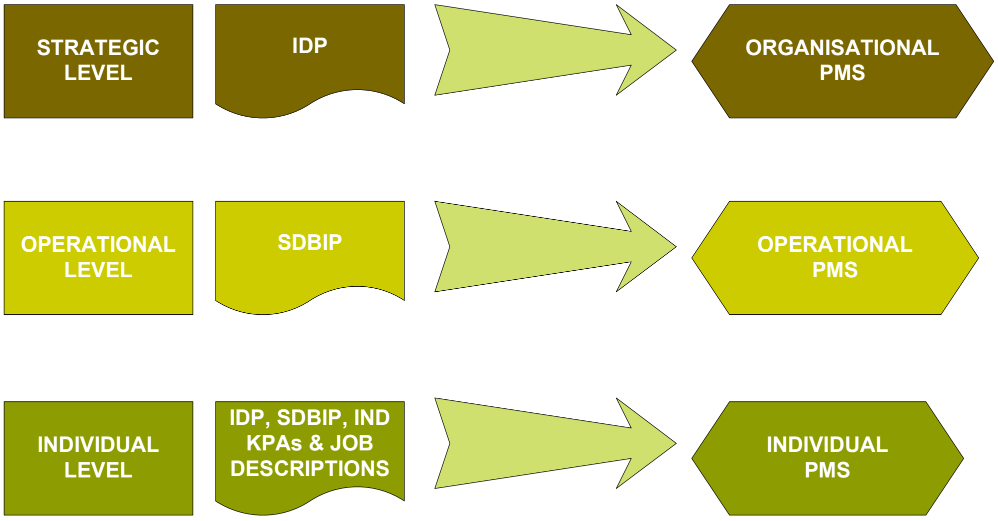
- Develop a performance management system
- Set targets and monitor and review the performance of the Municipality based on indicators linked to their Integrated Development Plan (IDP)
- Publish an annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the Minister responsible for local government
- Conduct, on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

The Minister responsible for local government published the Municipal Planning and Performance Management Regulations (2001) in terms of the Municipal Systems Act setting out in detail the requirements for a municipal OPMS. The Regulations also contain the general indicators prescribed by the Minister responsible for local government and have been attached as **Annexure "B"**. In 2006 the Minister published a further set of Regulations dealing with Performance Management for Municipal Managers and Managers Directly Accountable to Municipal Managers. A copy thereof is attached as **Annexure "C"**.

It is also important to note that the MFMA contains various important provisions related to municipal performance management. For instance, the MFMA requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with service delivery targets and performance indicators – provision is also made for this at departmental level in a circular issued by the National Treasury. Whilst considering and approving the annual budget the Municipality must also set measurable performance targets for each revenue source and vote. Finally, the Municipality must compile an annual report, which must include a performance report compiled in terms of the Systems Act.

3. Managing and measuring performance at various levels

Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a municipality including organisational (sometimes also referred to as municipal, corporate or strategic) level, operational (also referred to as services, departmental or section/team level) and lastly, at individual level as. These levels are however integrated and interdependent on each other.



Strategic (Organisational) Performance linked to the integrated development plan (IDP) of a municipality

At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This is done on the basis of key performance indicators and targets set for each of the IDP objectives of a municipality. Given that an IDP has a five-year timespan the measures set at this level should be of a strategic and mostly long-term nature with an outcome and impact focus.

The measures set for the Municipality at organisational level must be captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality (see section 6). A copy of the scorecard as developed for the Umtshezi Municipality is attached as ***Annexure "A"****.*

Operational (Departmental) Performance linked to the Service Delivery and Budget Implementation Plan (SDBIP) of a municipality

The validity of the strategy of the municipality and the extent to which it is successfully implemented is also measured and managed at operational (sometimes also referred to as departmental) level. At this level this is achieved by measuring the progress made with service delivery and implementing the budget of the municipality through service delivery measures and targets captured in the annual service delivery and budget implementation plan (SDBIP) of a municipality. Given that a SDBIP has a one-year timespan the measures set at this level should be of a operational and short to medium-term nature with an input (budget) and output (service delivery) focus.

Individual Performance linked to OPMS and the individuals key performance areas and job descriptions

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and the business plans (SDBIP's) of the operational units (departments) at a municipality. At section 57 level the 2006 Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers has put in place a legislative framework for linking the individual performance of section 57 Managers to the strategy and operations of a municipality.

By cascading performance measures from organisational to operational to individual level, both the IDP and the SDBIP form the link to individual performance management. This ensures that performance management at the various levels relate to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

4. Objectives of the Umtshezi Municipality Performance Management System

As indicated in the previous section, the Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. The system should fulfill the following objectives:

- ***Facilitate increased accountability***
  The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

- ***Support municipal oversight***
  The performance management system should support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration.

- ***Facilitate learning and improvement***
  The OPMS should facilitate learning in order to enable the Municipality to improve delivery.

- ***Provide early warning signals***
  It is important that the system ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.

- ***Facilitate decision-making***
  The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The objectives listed above are not exhaustive, but summarise the intended benefits of the system. These intended objectives should be used to evaluate and review the performance management system on a regular basis (see section 9.2).

5. Principles governing the OPMS of the Municipality

The performance management system for the Umtshezi Municipality is guided by the following principles:

- **simplicity** *so as the facilitate implementation given any current capacity constraints,*
- **politically acceptable** *to all political roleplayers,*
- **administratively managed** *in terms of its day-to-day implementation,*
- **implementable** *within any current resource constraints,*
- **transparency and accountability** *both in terms of developing and implementing the system,*
- **efficient and sustainable** *in terms of the ongoing implementation and use of the system,*
- **public participation** *in terms of granting citizens their constitutional right to participate in the process,*
- **integration** *of the OPMS with the other management processes within the Municipality,*
- **objectivity** *based on credible information and lastly,*
- **reliability** *of the information provided on the progress in achieving the objectives as set out in its IDP.*

6. Preferred performance management model

In section 3 above reference is made to ***Annexure "A"*** *as the organisational scorecard of the Umtshezi Municipality structured in terms of their preferred performance management model. A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. In this way the model provides a common framework for what aspects of performance are going to be measured and managed. It further ensures that a balanced set of* *measures are employed that do not rely on only one facet of performance but represent a holistic and integrated assessment of the performance of an organisation.*

Models have proved useful in performance management for the following reasons. They provide:

Simplicity

A good model organise what would otherwise be a long list of indicators attempting to sufficiently cover performance, into a set of categories sufficiently covering all key areas of performance.

Mapping of Inter-relationships

Models map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in a particular category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the performance planning, analysis and review stages, particularly in the diagnosis of causes of poor performance.

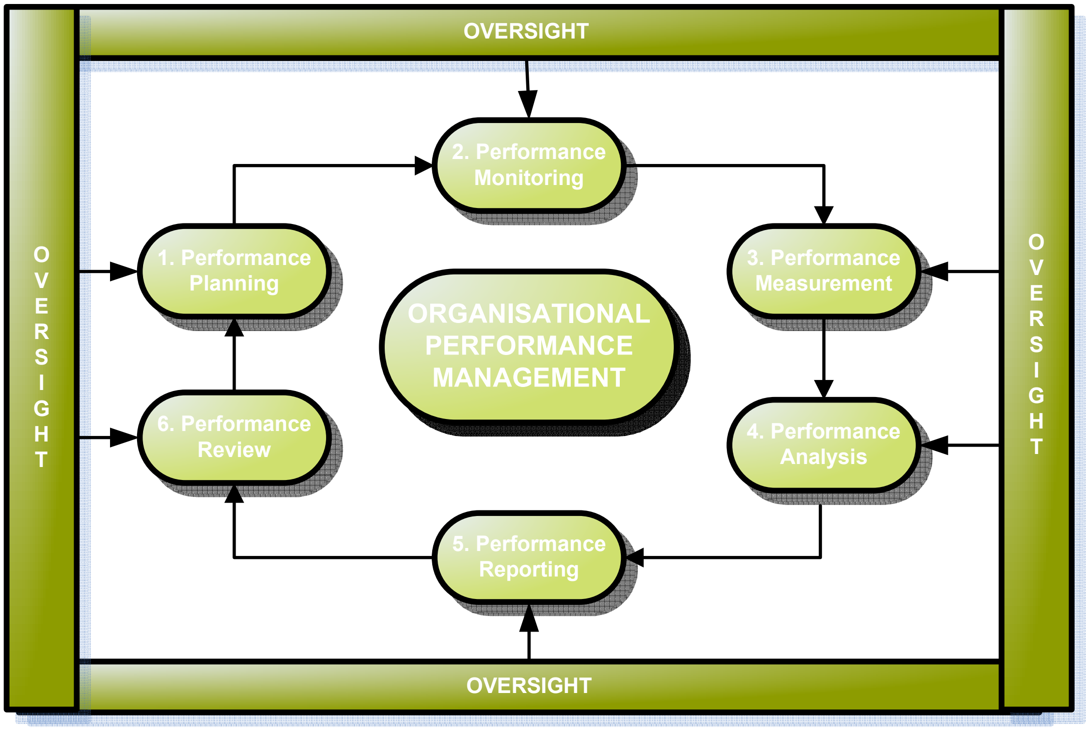
Alignment to strategic planning methodology

A good model will align the processes of performance management to the strategic planning processes of the organisation. The categories of key performance areas provided by a model should relate directly to identified priority areas of the strategic plans of the organisation.

A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. The Municipality has chosen as its preferred model the Key Performance Area model. In the said model all indicators are grouped together under the national key performance areas and the local key performance areas as per the Umtshezi Municipality IDP. The said Model therefore enables the Umtshezi Municipality to assess its performance based on the national key performance areas and its own local key performance areas.

7. The process of managing performance

The process of managing performance at organisational level in the Umtshezi Municipality involves the stages as set out in the diagram below:



The diagram provides for the cycle of performance management in the Umtshezi Municipality to commence with performance planning followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process. It is important to note that each of the stages in the cycle is underpinned by Council and community oversight over the performance of the Municipal Executive and Administration.

The following table spells out in more detail the role and responsibilities of all the relevant roleplayers in the context of each of the above stages of the Umtshezi Municipality's organisational performance management cycle:

	COUNCIL AND COMMUNITY OVERSIGHT					
	Performance Planning	**Performance Monitoring**	**Performance Measurement**	**Performance Analysis**	**Performance Reporting**	**Performance Review**
Citizens and Communities	1. Be consulted on their needs 2. Participate in the development of the long term vision for the area 3. Influence the identification of priorities 4. Be consulted on the adoption of the Municipality's performance management framework 5. Be consulted on the mechanisms, systems and processes for performance management as set out in the performance management framework 6. Be consulted on and influence the choice of indicators and the setting of targets	1. As part of the community's general oversight role review whether performance monitoring has taken place as provided for in this Framework (see section 7.2)	1. As part of the community's general oversight role review whether performance measurement has taken place as provided for in this Framework (see section 7.3)	1. As part of the community's general oversight role review whether performance analysis has taken place as provided for in this Framework (see section 7.4) 2. Be involved in the analysis process when required	1. As part of the community's general oversight role review whether performance reporting has taken place as provided for in this Framework (see section 7.4) 2. Attend meetings of Council/Exco where the performance scorecards are to be reviewed 3. As part of the community's general oversight role monitor that where targets have not been met corrective action are taken 4. Be kept informed about how the Municipality performed to date against targets set (in-year reporting) 5. Be informed about and provided with the Municipality's annual report (year-end reporting) and citizens report if compiled 6. Make representations on the Municipality's annual report as tabled	1. Be given the opportunity to participate in the review of municipal performance (see section 7.5.2) 2. Be given the opportunity participate in the deliberations of the Municipal Oversight Committee 3. Be given the opportunity to influence the outcome of the oversight report 4. Be given an opportunity to influence what areas needs to be focused on in the next planning cycle 5. Be given the opportunity to suggest new indicators and targets

	COUNCIL AND COMMUNITY OVERSIGHT					
	Performance Planning	**Performance Monitoring**	**Performance Measurement**	**Performance Analysis**	**Performance Reporting**	**Performance Review**
Municipal Council	1. Facilitate the development of a long-term vision. 2. Develop strategies to achieve vision 3. Identify priorities 4. Participate in the IDP process 5. Adopt the Municipality's performance management system 6. Adopt indicators and set targets as recommended by Exco 7. Participate in the annual review of the Municipality's performance management system and agree on any amendments thereto.	1. As part of the Council's general oversight role review whether performance monitoring has taken place as provided for in this Framework (see section 7.2)	1. As part of the Council's general oversight role review whether performance measurement has taken place as provided for in this Framework (see section 7.3)	1. As part of the Council's general oversight role review whether performance analysis has taken place as provided for in this Framework (see section 7.4) 2. Be involved in the analysis process when required	1. As part of the Council's general oversight role review whether performance reporting has taken place as provided for in this Framework (see section 7.4) 2. Attend meetings of Exco where the performance scorecards are to be reviewed 3. As part of the Council's general oversight role monitor that where targets have not been met corrective action are taken 4. Receive and consider the report from Exco on the review of the performance of the Municipality for the previous quarter	1. Review the decisions taken by Exco in considering the quarterly performance report. 2. Establish and serve on the oversight committee 3. Fulfill its oversight role over the Executive and Administration by considering the annual report and adopting an oversight report 4. Influencing what areas needs to be focused on in the next planning cycle 5. Suggesting new indicators and targets

	COUNCIL AND COMMUNITY OVERSIGHT					
	Performance Planning	**Performance Monitoring**	**Performance Measurement**	**Performance Analysis**	**Performance Reporting**	**Performance Review**
Executive Committee	1. Play the leading role in providing strategic direction and developing strategies and policies for the organisation 2. Manage the development of the IDP 3. Recommend indicators and targets to Council 4. Manage the development of the Municipality’s performance management system 5. Assign responsibilities to manage the development of the performance management system to the Municipal Manager	1. Review whether performance monitoring has taken place as provided for in this Framework (see section 7.2) - Exco member responsible for each Department to work closely with HOD in ensuring that regular performance monitoring takes place.	1. Review whether performance measurement has taken place as provided for in this Framework (see section 7.3) 2. Take appropriate action against those HODs who on a regular basis do not meet the reporting deadlines	1. Consider the analysis of performance as set out in the quarterly performance scorecards by the senior management team (see section 7.4 and 7.5.1) 2. Decide whether the causal reasons for poor performance have been captured adequately through the analysis process	1. Consider the quarterly performance reports submitted by the management team (see section 7.5.1) 2. Monitor the drafting of the annual report and ensure that it is submitted to Council through the Mayor within seven months after each financial year (see section 7.5.2)	1. Conduct the Quarterly reviews of municipal performance, determining whether targets had or had not been met, what the causal reasons were and to adopt appropriate response strategies based on recommenda-tions by the management team 2. Submit a report to Council on the review undertaken of the Municipality’s performance (see section 7.5.1) 3. Decide what areas needs to be focused on in the next planning cycle 4. Suggesting new indicators and targets

	COUNCIL AND COMMUNITY OVERSIGHT					
	Performance Planning	Performance Monitoring	Performance Measurement	Performance Analysis	Performance Reporting	Performance Review
Municipal Manager and Head of Departments	Assist the Municipal Manager in: 1. Providing strategic direction and developing strategies and policies for the organisation 2. Managing the development of the IDP 3. Develop service plans for their Departments and ensure that it is integrated within the strategy of the organisation 4. Managing the development of the Municipality's performance management system as delegated by Exco 5. Identify and propose indicators and targets	1. Monitor performance against targets set as provided for in this Framework (see section 7.2) 2. Take interim action in instances where targets are not going to be met (see section 7.2) 3. Get line Managers in Department to monitor the performance of their sectors (see section 7.2)	1. Measure Performance according to agreed indicators and targets on a quarterly basis as provided for in this Framework (see section 7.3)	1. Analyse and capture the underlying reasons why targets have/have not been met as provided for in this Framework (see section 7.4) 2. Where targets have not been met compile a draft recommendation with proposed corrective action (see section 7.4) 3. Submit measurements, analysis and proposed corrective action via the OPMS Manager to the senior management team (see section 7.4) 4. Participate in the meeting of senior management at which the completed performance report is discussed (see section 7.4)	1. Ensure that a quality quarterly performance report is submitted to Exco (see section 7.5.1) 2. Compile the annual performance report for his/her Department (see section 7.5.2) 3. Provide input and assist in the compilation of the Municipality's annual report (see section 7.5.2)	1. Attend the Exco meeting at which the quarterly performance report is reviewed and answer any questions Exco might have re the content of the report 2. Attend the Council meeting at which Exco reports on the decisions taken in respect of the quarterly performance report and answer any questions Council might have 3. Participate in the annual process to review the performance of Council (see section 7.5.2)

In addition to the above a number of other roleplayers also have a very important role to play in the Municipality's organisational performance management system. Their respective roles and responsibilities are set out elsewhere in the framework. These roleplayers are as follows:

- *The Manager responsible for Organisational Performance Management* ***(see section 7.6)***
- *The Municipality's Internal Audit Section* ***(see section 8.1)***
- *The appointed Performance Audit Committee* ***(see sections 8.2, 8.3 and 9.2)***
- *The appointed Municipal Oversight Committee* ***(see section 7.6)***

The balance of this section looks at each of the stages in more detail and how they will unfold in the process of managing performance in the Municipality. Although the stages and what follows relate mainly to performance management at organisational level, the principles and approaches employed could also be applied to performance management at operational level.

7.1 Performance Planning

The performance of the Umtshezi Municipality at strategic level is to be managed in terms of its IDP. The process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance. As part of the IDP process key performance indicators and targets must be adopted for each of the IDP objectives. During the IDP review process the key performance indicators for those objectives that were changed must also be reviewed and amended if need be.

It should be noted that the last component of the cycle is that of performance review and that the outcome of the review (both in-year and annual) process must inform the next cycle of IDP compilation/review by focusing the planning processes on those key performance areas in which the Municipality has under-performed.

7.2 Performance monitoring

Performance monitoring is an ongoing process through which a Manager accountable for a specific indicator as set out in the organisational scorecard (and a related service delivery target contained in a SDBIP) continuously monitors current performance against the targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where there is an indication that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of Umtshezi Municipality it is recommended that the organisational scorecard of the Municipality as per ***Annexure "A"*** *be reported on a quarterly basis to the Executive Committee. The same will apply to the various departmental SDBIPs. Performance monitoring requires that in between the formal cycle of performance measurement, appropriate action should be taken if it becomes evident through monitoring that a specific performance target is not going to be met. It is therefore proposed that at least on a weekly basis departmental Managers track performance trends against targets for those indicators that lie within their area of accountability in order to identify performance related problems as early as possible and take to take timely and appropriate remedial action.*

It is further recommended that each Manager delegate to their direct line manager the responsibility to monitor the performance for his/her sector/section. Such line managers are, after all, best placed given their understanding of their sector to monitor on a regular basis whether targets are currently being met or will be met in future, what is contributing to the current level of performance, or lack thereof, and what interim remedial action needs to be undertaken.

7.3 Performance measurement

Performance measurement refers to the formal process of collecting and capturing relevant and applicable performance data to enable reporting to take place for each key performance indicator and its related targets. Provision has been made in the organisational scorecard for the name of an official to be made responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result/s against the target for the period concerned on the organisational scorecard. These results must be reported to his/her Manager making use of the said scorecard after completing the next stage (see performance analysis below).

7.4 Performance analysis

Performance analysis is about making sense of the measurements collected. It requires interpretation of the measurements as conducted in terms of the previous stage to determine whether targets have been met, not met or exceeded and to project whether or not future targets will be met. Where targets have not been met, performance analysis requires that the underlying reasons therefore should be examined and appropriate corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

In practice the aforementioned entails that the Manager responsible for each indicator will have to, after capturing the performance data against the relevant targets on the organisational scorecard, analyse the underlying reasons why a target has/has not been met and capture a summary of his/her findings on the scorecard. The Manager will then have to draft a recommendation for the corrective action proposed in instances where a target has not been achieved and also capture this on the relevant scorecard. Provision has been made on the reporting format of the organisational scorecard to capture both the 'reason for the performance status' (in other words the results of the analysis undertaken) and the 'corrective action' proposed.

The completed organisational scorecard must then be submitted to a formal meeting of the senior management team for further analysis and consideration of the draft recommendations of the relevant Managers. This level of analysis should allow for examination of performance across the organisation in terms of all its priorities with the aim of revealing and capturing whether any broader organisational factors are limiting the ability or the municipality to meet any other performance targets in addition to those aspects already identified and captured by the relevant Manager.

The analysis of the organisational scorecard by senior management should also ensure that quality performance reports are submitted to the Executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once senior management has considered the scorecard, agreed to the analysis undertaken and captured therein and have reached consensus on the corrective action proposed, can the organisational scorecard be submitted to the Executive Committee for consideration and review.

7.5 Performance reporting and review

The next two stages in the process of performance management, namely that of performance reporting and performance review, will be dealt with together. This section is further divided into three sub-sections dealing with the requirements for 'in-year' versus annual reporting and reviews and lastly a summary of the various reporting requirements.

7.5.1 In-year performance reporting and review

The submission of the scorecard to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any OPMS and it marks the beginning of what should become a regular event, namely using the performance report as a tool to assess and review the Municipality's performance and to make important political and management decisions on how the municipality can improve its performance. Further guidance on the submission of performance reports are set out in ***Annexure "D"****.*

As indicated earlier it is recommended that the organisational scorecard be submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September) January (for the period October to the end of December), April (for the period January to end of March) and July (for the period April to the end of June).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process whereby the leadership of an organisation, after the performance of the organisation has been measured and reported to it, reviews the results and decides on appropriate action to be taken. The Executive Committee, when reviewing the organisational scorecard submitted to it, will have to ensure that the targets committed to in the scorecard have been met, and where they have not, that satisfactory and sufficient reasons for this have been provided by senior management and that the sufficient and appropriate corrective action has been proposed to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council and must be minuted and actioned accordingly.

Section 44(4) of the Municipal Structures Act, 1998 (Act 117 of 1998) as amended requires that the Executive Committee must report to Council on all its decisions taken. The outcome of the quarterly performance reviews by the Executive Committee must, in line with this requirement, be reported to the full Council for it to perform its oversight function over the performance of the Municipal Executive and Administration. In doing so Council must review the decisions taken and resolve whether it is satisfied with the corrective action adopted by the Executive Committee. If they are not satisfied then the Executive Committee recommendation must be amended accordingly and the amendments minuted and actioned.

7.5.2 Annual performance reporting and review

A comprehensive report on the performance of the Municipality also needs to be compiled on an annual basis. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary the MFMA requires that:

- *All municipalities for each financial year compile an annual report which report must include the municipal performance report*
- *The annual report be tabled within seven months after the end of the financial year*
- *The annual report be made public immediately after it has been tabled and that the local community be invited to submit representations thereon*
- *The municipal Council considers the annual report within nine months of the end of the financial year and adopts an oversight report containing the Council's comments on the annual report*
- *The oversight report as adopted be made public*
- *The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the Department responsible for local government in the Province*
- *The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.*

It is important to note that the municipal performance report of a municipality is only one element of the annual report. To ensure that the annual report compilation, tabling and review process is completed in time to inform the next cycle of performance planning in accordance with the IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of each financial year as possible but ideally not later that two months after financial-year end.

The oversight report to be adopted provides the opportunity for the full Council to review the performance of the Municipality in line with its oversight role. The requirement that the annual report, once tabled, and the oversight report be made public also provides a mechanism for the general public to review the performance of the Municipality in line with the community's oversight role.

In order to facilitate the oversight process it is recommended that a municipal oversight committee be established consisting of a selected number of Councillors not serving on the Executive Committee. Council should also consider in line with oversight best practice that the chairperson of the oversight committee be a member of an opposition party.

The oversight committee will be responsible for the detailed analysis and review of the annual report and the drafting of the oversight report. In doing so the committee must establish mechanisms to receive and review representations made by the public on the annual report and also seek inputs from other Councilors and Council portfolio committees. Such mechanisms could involve all or any combination of the following:

- *Producing a user-friendly citizens' report in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.*

- *Using of various forms of media including radio, newspapers and billboards to convey the annual report.*

- *Inviting the public to submit comments on the annual report via telephone, fax and email.*

- *Holding public hearings in a variety of locations to obtain their input on the annual report.*

- *Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments.*

- *Debating the annual report at a meeting of the IDP Representative Forum*

- *Hosting a number of public meetings or road shows at which the annual report could be discussed and input invited.*

- *Producing a special issue of the municipal newsletter in which the annual report is highlighted and the public are invited to comment.*

- *Posting the annual report on the council website and inviting input*

It is further proposed that the oversight committee functions as a standing committee on municipal accounts (municipal scopa). As such the committee must examine:

- the financial statements of all executive organs of Council;

- any audit reports issued on those statements;

- any reports issued by the AG on the affairs of any municipal entity; and

- any other financial statements or reports referred to the committee by Council.

and

- may report on any of those financial statements or reports to Council;

- may initiate any investigation in its area of competence; and

- must perform any other oversight function assigned to it by resolution of Council.

As the oversight committee performs an oversight function on behalf of Council it is not a duplication of, and must not be confused with either the audit committee or the finance portfolio committee. The audit committee is an independent advisory body that advises Council and the Executive on financial and risk matters and can act as an advisory body to the oversight committee. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.

7.5.3 Summary of various performance reporting requirements

The following table, based on the legislative framework for performance management and this OPMS framework, provides a summary of the various performance reporting deadlines which apply to the Municipality:

Report	**Frequency**	**Submitted for consideration and/or review to**	**Remarks**
1. SDBIP's	*Quarterly*	*Executive Committee*	*See MFMA Circular 13 of National Treasury for further information*
2. Monthly budget statements	*Monthly*	*Mayor (in consultation with Exco)*	*See sections 71 and 54 of the MFMA*
3. Organisational Scorecard	*Quarterly*	*Executive Committee and then in terms of an Exco report to full Council*	*This OPMS framework (see section 7.5.1 above)*
4. Implementation of the budget and financial state of affairs of the Municipality	*Quarterly*	*Council*	*See section 52 of the MFMA*
5. SDBIP mid-year budget and performance assessment	*Annually during January of each year*	*Mayor (in consultation with Exco)*	*See sections 72 and 54 of the MFMA*
6. Performance report	*Annually*	*Council*	*See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report (see 7 below)*
7. Annual report	*Annually*	*Council*	*See chapter 12 of the MFMA*

7.6 Council and community oversight

One of the objectives of the performance management system is to support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration. The cycle of performance management as set out at the beginning of this section also highlights the importance of Council and community oversight in each of the stages of the cycle. It is therefore important to reflect briefly on this aspect and how it relates to the cycle and process of performance management in the Umtshezi Municipality.

Oversight refers to the role of legislatures and citizens in monitoring and reviewing the actions of executive organs of government for efficiency, probity and accountability. The general purpose of oversight is to ensure that government policies are properly and efficiently implemented, that government departments run smoothly and in line with their democratic mandate and that the law is upheld. Oversight is exercised in the interests of society in general and should ensure that the considerable powers that government executives and administrations assume are monitored to avoid abuse and under-performance.

In the municipal context oversight has two facets namely internal and external. The internal dimension refers to the oversight of Council over the performance of the Executive Committee and the Municipal Administration in line with the separation of powers between the Council, the Executive and the Administration. The external dimension refers to the community and other spheres of government's oversight over the performance of a municipality as a whole. In this framework the oversight role of the Council and community is dealt with in the table included at the beginning of section 7.5 as well in sub-section 7.5.2 above.

It is important to note that reporting on performance as provided for in this framework will not in itself enable Councilors to fully exercise their internal oversight role effectively. Not everything a Department does would be reflected in quarterly performance reports or lends itself to review through key performance indicators and targets. It is therefore important for each of the Departments to, in addition to the required performance reports; submit monthly progress reports to the relevant Portfolio Committee of Council dealing with the broader activities of each Department during the preceding month.

For further guidance in respect of the oversight function at the municipal sphere of government the following resources would be of assistance:

- *The "Towards a Framework for Councilor Oversight" publication produced by the KwaZulu-Natal Department of Local Government and Traditional Affairs.*
- *MFMA Circular no. 56 of 2003 as issued by National Treasury.*

8. The auditing of performance measures

8.1 The role of internal audit in terms of performance management

The MFMA requires that the Municipality must establish an internal audit section. This service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance management Regulations stipulates that the internal audit section must, on a continuous basis, audit all performance and this must include an assessment of the following:

(i) The ***functionality*** of the municipality's performance management system.

(ii) Whether the municipality's performance management system ***complies*** with the Act.

(iii) The extent to which the municipality's performance measurements are ***reliable*** in measuring the performance of municipalities by making use of indicators.

Each of the aforementioned aspects will now be looked at briefly.

- **Functionality**

  To function can be defined as a proper or expected activity or duty or to perform or operate as expected (Chambers Handy Dictionary). This could also be applied to the operation of any system such an OPMS. The internal audit section must therefore on a regular basis audit whether the OPMS of the Municipality is functioning as intended and described in this framework.

- **Compliance**

  To comply can be defined as to act in the way that someone else has commanded or intended (Chambers Handy Dictionary). In this respect it is clear that the intention of the legislature is for the Municipality's OPMS to comply strictly with the requirements of the Systems Act, Regulations and the MFMA. This compliance check would require that the Municipality's internal audit unit, on at least an annual basis, verifies that the Municipality's OPMS complies with the said legal requirements.

- **Reliability**

  To rely can be defined as to trust or depend upon with confidence. Reliability in the context of OPMS refers to the extent to which any performance measures reported upon can be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or, even worse, purposeful misrepresentation. Undertaking a reliability audit will entail the continuous verification of performance measures and targets reported upon. This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness (see section 9.2 for more on data management).

The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the (performance) Audit Committee.

8.2 Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Municipal Council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations give municipalities the option to establish a separate performance *audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by Section 14 (2-3) of the Regulations, which require that the audit committee must:*

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's OPMS and make recommendations in this regard to the Council of the Municipality
- At least twice during a financial year submit an audit report to the Municipal Council

In order to fulfill their function a (performance) audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the Council, Municipal Manager or the internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and

- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

The Umtshezi Municipality has already established a (performance) Audit Committee and it is recommended that their responsibility in terms of performance management be as set out in the MFMA, Regulations and this framework.

8.3 Performance Investigations

The (performance) Audit Committee should also be able to in consultation with Council commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- *The reliability of reported information*
- *The extent of performance gaps from targets*
- *The reasons for performance gaps*
- *Corrective action and improvement strategies*

While the internal audit section may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be investigated, be used. Clear terms of reference will need to be adopted by the Council for each such investigation.

9. General issues relating to performance management

The following general issues related to performance management need to be considered in implementing the OPMS of the Municipality:

9.1 Managing performance related data

Monitoring and reporting on municipal performance requires the collecting, collating, capturing and recording of a multitude of performance related data. This includes information on key performance indicators, baselines and backlogs, the targets set against each indicator and the actual performance of the municipality over a period of time against each key performance indicator and related target.

The data must be easily accessible for the purpose of extracting it for local, provincial and national reporting requirements as well as for the compilation of the municipal annual performance report which forms part of the municipal annual report compiled in terms of the MFMA. It is also required to facilitate the auditing of performance measures as per the Municipal Systems Act and the 2001 Municipal Planning and Performance Management Regulations.

Data management systems vary from basic proper record keeping, making use of spreadsheets and/or databases to implementing advanced data management and information systems that integrate data across various platforms and extract it as and when required. In ***Annexure "E"*** *recommendations are provided on how best the Umtshezix Municipality could go about managing performance related data.*

9.2 Annual review of the Performance Management System

As stated earlier, one of the functions of the (performance) Audit Committee is to on at least an annual basis, review the OPMS of the Municipality. It is envisaged that after the full cycle of the annual review and reporting is complete and the (performance) Audit Committee has met as required; the internal audit section will compile a comprehensive assessment/review report on whether the Municipality's OPMS meets the systems' objectives and principles as set out in this framework and whether the system complies with the Systems Act, OPMS Regulations and the MFMA. This report then need to be considered by the (performance) Audit Committee and any recommendations on amendments or improvements to be made to the OPMS should be submitted to the Council for consideration.

The Municipal Systems Act also requires the Municipality to evaluate its OPMS annually. The review undertaken by the audit committee and its recommendations could serve as input into this wider municipal review of the OPMS and it is proposed that after the full cycle of the annual review is complete, the Municipal Manager should initiate an evaluation report, taking into account the input provided by departments and the outcome of the review undertaken by the (performance) Audit Committee. The report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval.

9.3 Amendments to key performance indicators and targets

The Municipality will have to adopt a policy on amendments to indicators and targets. It is recommended that such amendments may be proposed but be subject to the approval of the Executive Committee in consultation with the Municipal Manager before being adopted.

9.4 Integrating OPMS with the Council's existing management cycle

International best practice indicates that an OPMS has the best chance of succeeding if it is integrated with the current management cycle of a Municipality. The purpose of such an approach would be to ensure and guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved OPMS and this framework. An example of such an integrated cycle is attached as **Annexure "F"** and it is recommended that the Umtshezi Municipality develop and adopt a similar cycle that suits its own circumstances and requirements.

9.5 Institutional arrangements

Implementing the OPMS according to this framework will require proper co-ordination and administrative support. It is therefore important to designate an official to be responsible for managing and oversee the process at organisational level on behalf of the Municipal Manager.

This official should ideally be situated in the Office of the Municipal Manager and in the same unit responsible for overseeing and managing the IDP process. To assist the Umtshezi Municipality in identifying and appointing an official responsible for OPMS **Annexure "G"** provides a profile for the position as well as suggested job description.

It is very important to note that it would not be the designated official's responsibility to monitor, measure, analyse and report on performance but only to facilitate and support the process and to ensure that the required data is collated and available for analysis and review as per this framework on behalf of the Municipal Manager.

At an individual level the responsibility for co-ordination, administration and record keeping should be the responsibility of the Manager responsible for human resource management.

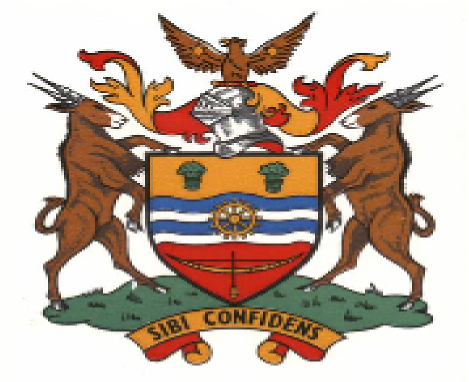
The Municipality also needs to ensure that its internal audit section is capacitated to deal with the additional responsibilities it has in terms of performance management over and above its traditional financial audit responsibilities.

10. Requirements for the implementation of the framework

*In order to facilitate the implementation of this Framework **Annexure "H"** provides in table format a summary of the various requirements set out herein inclusive of the relevant responsibilities and timeframes.*

11. Conclusion

In conclusion it must be emphasised that there are no definitive solutions to managing municipal performance. The process of implementing a performance management system must be seen as a learning process, where the Umtshezi Municipality must continuously improve the way the system works to fulfill the objectives of the system and address the emerging challenges arising from a constantly changing environment.



UMTSHEZI MUNICIPALIY

ORGANISATIONAL SCORE CARD 2012/2013

Draft

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/001	Municipal Transformation and Institutional Development	To provide efficient and effective Human Resource Services	Approved organogram	Date approved	n/a	30/05/2012	n/a	30/04/2011	0	-	30/052012	-	Corporate services	In-house	n/a
IDP 2011/002			Employment of staff in terms of Umtshezi Municipality's Equity Plan	Number of staff employed in terms of the Plan	425	347	78	20	20 30/08/2012	-	10	10	Corporate services	Salary Budget	
IDP 2011/003			Number of black staff to be employed in management	Number of staff	4	3	1	2	1	1	-	1	Corporate services	Salary Budget	
IDP 2011/004			Women employed by the municipality	Number of women employed	100	95	5	5	2	1	1	1	Corporate services	Salary Budget	
IDP 2011/005			Youth employed by the municipality	Number of youth employed	70	65	5	5	2	1	1	1	Corporate services		
IDP 2011/006			Disabled staff employed by the municipality	Number of staff	2	1	1	1	-	1	-	-	Corporate services	Salary Budget	
IDP 2011/007			Approved Workplace Skills Plan	Yes/No	n/a	Y	n/a	Y 30/05/2012	-	-	-	Y	Corporate services	In-house	
IDP 2011/008			Budget spent on Workplace Skills Plan	Percentage spent	n/a	To be done in-house	n/a	30/05/2012	-	-	-	-	Corporate services	Skills Levy	
IDP 2011/009		To conform to the Principles of Batho Pele	Customer satisfaction survey to be conducted	Number of surveys	n/a	0	n/a	1	-	-	-	1	All	None	All
IDP 2011/010			Displaying of required legislation (Batho Pele, BCEA, OHS Act, EE)	Number of Acts displayed	n/a	5	n/a	4	1	1	1	1	Corporate services / All	None	

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/011		To develop a credible IDP	Adopted IDP	Date adopted	n/a	30/05/2012	n/a	30/06/2011	-	-	-	30/05/2012	PECS	100000	All
			Timeous adoption of a budget	Yes/No date	Yes	Yes 31/05/2011	None	Yes 30June 2012				30June 2012	FIN		All
			Timeous adoption of SDBIP	Yes/No date	Yes 30 June	Yes 30 June 2010	None	30 June 2012				30 June 2012	FIN		All
			Timeous submission of annual financial Statements	Yes/No date	Yes 30 June	Yes 30 June 2010	None	Yes 31/08/2011	31/08/2011				FIN		All
IDP 2011/012			Review Spatial development framework	Y/N	n/a	Y	n/a	Review of SDF by 30/05/2012	n/a	n/a	n/a	30/05/2012	PECS	10000	All
IDP 2011/013			Disaster Management Framework Review	Date	n/a	N	n/a	30/05/2012	-	-	-	30/05/2012	PECS	53000	All
IDP 2011/014			Approved Mid Term Expenditure Framework	Date approved	n/a	Y	None	28/02/2012	-	-	28/02/2012	-	Finance	None	All
IDP 2011/015			Environmental Management Plan Review	Y/N	n/a	Y (part of SDF)	n/a	30/05/2012	-	-	-	30/05/2012	PECS	None	All
IDP 2011/016			Land use management system	Y/N	n/a	Y	n/a	Awaiting comments from COGTA	-	-	30/04/2011	-	PECS		All
IDP 2011/017			Functioning shared service for Development Planning	Chief planners reports	n/a	n/a	Y	4	1	1	1	1	PECS	None	All
IDP 2011/018		To implement an effective Performance Management System	OPMS system in place	Y/N	n/a	Y	n/a	Y	-	-	-	-	Office of the MM	None	
IDP 2011/019			S57 Performance agreements signed (2010/11)	Number of agreements	n/a	3	n/a	4	30/08/2012	n/a	n/a	1	Office of the MM / Mayor		

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/020			Quarterly performance reports to be finalised within 30 days of the end of the quarter	Date	n/a	0	n/a	30 days after end of quarter	31/07/2011	31/10/2011	31/01/2012	30/04/2012	Office of the MM		
IDP 2011/021			Draft Annual performance report 2010/11 submitted to the AG	Date submitted	n/a	Y	None	31/10/2012		31/10/2012	-	-	Office of the MM	None	
IDP 2011/022			Adopted Annual report 2010/11	Date adopted	n/a	31/01/2010	n/a	31/01/2013	-	-	31/01/2013	-	Office of the MM / Corporate Services	None	
IDP 2011/023			Adopted Oversight report 2010/11	Date	n/a	Not achieved	Yes	31/03/2012	-	-	31/03/2011	-	Office of the MM	None	
IDP 2011/024		To ensure effective telecommunications	Communication strategy Review	Final reviewed document	n/a	Y	n/a	30/04/2012	-	-	-	30/04/2012	PECS	None	
IDP 2011/025		To ensure an effective IT service	IT Strategy Review	Final reviewed document	n/a	Y	n/a	31/07/2012	31/07/2012	-	-	-	Corporate services	None	
IDP 2011/026		To develop and implement the Municipal Turnaround strategy	Implementation of the National Municipal Turnaround Strategy	Date adopted	n/a	28/05/2010	n/a	01/07/2011	01/07/2011	-	-	-	Office of the MM	None	
IDP 2011/027				Date achieved	n/a	n/a	n/a	31/12/2011	-	31/12/2011	-	-	Office of the MM	None	
IDP 2011/028		To ensure an effective administration service	Adoption of an approved file plan (registry)	Date adopted	n/a	n/a	n/a	30/04/2012	-	31/12/2011	-	30/04/2012	Corporate services	None	
IDP 2011/029	and Infrastruct	To provide access to roads	Kilometres of tarred roads established	Kilometres	211.42	107.88	103.54	-	-	-	-	-	Technical services		All
IDP 2011/030			Kilometres of gravel roads established	Kilometres		27,50	37	37	7	9	10	11	Technical services	7250000	All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/031			Kilometres of roads maintained	Kilometres (tarred)	107.88	21	86,88	30	5	10	10	5	Technical services	3100000	All
IDP 2011/032				Kilometres (gravel)	103.54	35	68,54	21	4	5	6	6	Technical services	(part of 7250000)	All
IDP 2011/033		To provide access to community and public facilities	New facilities provided	No of crèches	11	2	9	2	-	-	-	-	Technical services	1450000	6, 7
IDP 2011/034				No of community halls	11	7	4	1	-	-	-	-	Technical services	2405000	6
IDP 2011/035				No of parks / play areas / recreational areas	27	11	16	2	2	-	-	-	PECS	external	1,2
IDP 2011/036		To provide access to electricity	Households with access to electricity	Number of households		8000		As and when required					Technical services		
IDP 2011/037			New connections	Number of new connections (ESKOM)		0	6000 (estimate)	-	-	-	-	-	Technical services		All
IDP 2011/038				Number of new connections (Municipality)		100	6000 (estimate)	***As and when required***					Technical services		
IDP 2011/039		To provide access to solid waste disposal services	Households with access to solid waste disposal services	Number of households	12000	7343	5000	8500	8500	8500	8500	8500	PECS		All
IDP 2011/040			New households with access to weekly waste disposal	Number of new households		7343		1,243	-	-	-	1,243	PECS		1,2
IDP 2011/041			Total volume of general waste collected	Tonnes of waste collected	n/a	No. of Trucks & Vans	n/a	10,000 tonnes	125x8 ton truck; 312x4 ton van	125x8 ton truck; 312x4 ton van	125x8 ton truck; 312x4 ton van	125x8 ton truck; 312x4 ton van	PECS		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/042		To facilitate access to water	Households with access to water	Number of households	15,232	12,238	2,994						Uthukela DM / Technical services		All
IDP 2011/043	Basic Service Delivery and Infrastructure Development		New households with access to water	Number of new households	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	Uthukela DM / Technical services		All
IDP 2011/044		To facilitate access to sanitation	Households with access to sanitation	Number of households	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	Uthukela DM / Technical services		All
IDP 2011/045			New households with access to sanitation	Number of new households	N/a	N/a	na	na	na	na	na	na	Uthukela DM / Technical services		All
IDP 2011/046		To provide access to free basic services	Households with access to free basic electricity	Number of households	y	3103	5000	5000	1250	1250	1250	1250	Finance		All
IDP 2011/047			Households with access to free basic water	Number of households	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	DC23		All
IDP 2011/048			Households with access to free basic sanitation services	Number of households	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	Finance		All
IDP 2011/049			Households with access to free basic waste disposal	Number of households	y	3103	5000	5000	1250	1250	1250	1250	Finance		All
IDP 2011/050		To provide access to housing	New houses constructed	Number of units	13,961	7089 (Per human settlement plan)	8450 (per human settlement plan)	-	-	-	-	-	Department of Human Settlements / PECS		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/051			Application to DoHS for approval of subsidy allocation	Number of subsidies approved	8,450	0	8,450	2,000	-	1,000	-	1,000	Department of Human Settlements / PECS	110 000 000	3,4
IDP 2011/052			Turnaround time for approval of building plans	Number of days taken to approve building plan	n/a	28 days	n/a	28 days	28 days	28 days	28 days	28 days	PECS		All
			No. of building plans to be approved /annum	Number of building plans approved	n/a	0	n/a	240	60	60	60	60	PECS		
IDP 2011/053		To manage health facilities	Primary healthcare	Number of patients treated/consulted	n/a	29,187	n/a	31,000	7,000	8,000	8,000	8,000	PECS		
IDP 2011/054			HIV strategy	Date of review	n/a	Y	n/a	30/04/2012	-	-	-	30/04/2012	PECS		
IDP 2011/055		To provide a safe and secure environment	Community policing forums	Number of meetings held	n/a	3	n/a	4			2	2	Corporate services	n/a	
IDP 2011/056			Law enforcement	No of fines issued	n/a	3341	n/a	13,000	3250	3250	3250	3250	Corporate services		
				Number of Roads repainted	15 Roads	-	-	12 Roads	4	4	4	4	Corporate Services		
				Number of signs repaired	40 signs	-	-	20 signs	5	5	5	5	Corporate services		
				Number of robots repaired/upgraded	8	-	-	5	1	1	1	2	Corporate Services		
IDP 2011/057		To stimulate economic growth	Promotion of new investment and expansion through the	Number of new investments in the municipality	n/a	0	n/a	2	-	-	-	2	PECS		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/058			municipality's incentive policy	Number of new expansions in the municipality	n/a	3	n/a	1	-	-	-	1	PECS		
IDP 2011/059		To alleviate poverty	Programmes undertaken	Number of projects	n/a	2	n/a	2	2	2	2	2	PECS		All
IDP 2011/060		To promote tourism development	Tourism strategy	Date approved	n/a	N	n/a	30/06/2012	-	-	-	30/06/2012	PECS		All
IDP 2011/061		To promote the development of prioritised groups	Capacity building initiatives undertaken	Number of trained SMMEs	n/a	17	n/a	8	2	2	2	2	PECS		All
IDP 2011/062				Number of trained Co-ops	n/a	20	n/a	8	2	2	2	2	PECS		All
IDP 2011/063		To promote the local economy	Jobs created through the municipalities LED initiatives	Number of jobs created	n/a	47	n/a	120	30	30	30	30	PECS		All
IDP 2011/064			Jobs created through the municipalities capital projects	Number of jobs created	n/a	72	n/a	200			100	100	PECS		1,2
IDP 2011/065	Community Participation and Ward Committee	To ensure an effective internal audit function	Financial and Performance audit committee	Y/N	n/a	Y	n/a	Y	Y	Y	Y	Y	Office of the MM		
IDP 2011/066			Audit committee meetings	Number of meetings held	4	4	1	4	1	1	1	1	Office of the MM		
IDP 2011/067			Internal audit activity	% Achievement of the internal audit plan	n/a	80%	n/a	90%	25%	45%	70%	90%	Office of the MM		
IDP 2011/068			Risk assessment	Approved risk profile	Y	Y	None	30/06/2012	-	-	-	30/06/2012	Office of the MM		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/069			Risk management strategy	Quarterly reports	Y	Y	None	3		1	1	1	Office of the MM		All
IDP 2011/070		To actively involve the community and stakeholders	Awareness campaigns	Number of campaigns	n/a	2	n/a	2	-	-	-	2	Office of the MM		All
IDP 2011/071			Mayoral imbizo's	Number of Imbizo's	n/a	3	n/a	3	-	1	1	1	Office of the MM		All
IDP 2011/072			Budget and IDP roadshows	Number of roadshows	n/a	5	n/a	4	-	1	1	2	Office of the MM		All
IDP 2011/073			IDP representative forums	Number of meetings held	n/a	1	n/a	2	-	1	-	1	PECS		
IDP 2011/074			Sector department meetings	Number of meetings held	n/a	1	n/a	1	-	-	-	1	PECS		
IDP 2011/075			Ward Committees to be re-established	Number of Ward Committees	n/a	6	n/a	9	9				Corporate services		
IDP 2011/076			Ward Committee meetings	Number of meetings held	n/a	0	n/a	9	9				Corporate services		
IDP 2011/077			Business Forum / Chamber of Commerce meetings	Number of meetings held	n/a	4	n/a	4	1	1	1	1	PECS		
IDP 2011/078			Adverts in local media	Number of adverts placed	n/a	10	n/a	10	2	2	2	4	All		
IDP 2011/079		To actively participate in IGR structures	Mayoral Forum	Number of meetings held	n/a	0	n/a	4	1	1	1	1	Office of the MM		
IDP 2011/080			Municipal managers' Forum	Number of meetings held	n/a	0	n/a	4	1	1	1	1	Office of the MM		
IDP 2011/081			IDP managers Forum	Number of meetings held	n/a	2	n/a	4	1	1	1	1	PECS		

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/082			CFO Forum	Number of meetings held	n/a	1	n/a	4	1	1	1	1	Finance		
IDP 2011/083		To develop, review and implement policies, procedures, by-laws and sector plans	Develop new policies, procedures, by-laws and sector plans where necessary	% Compliance	n/a	Refer to Appendix A of 2010/11 IDP	n/a	100%	100%	100%	100%	100%	All		All
IDP 2011/084			Review existing policies, procedures, by-laws and sector plans where necessary	% Compliance	n/a	Refer to Appendix A of 2010/11 IDP	n/a	100%	100%	100%	100%	100%	All		All
IDP 2011/085			Effectively implement policies, procedures, by-laws and sector plans	% Compliance	n/a	Refer to Appendix A of 2010/11 IDP	n/a	100%	100%	100%	100%	100%	All		All
IDP 2011/086		To implement an anti-corruption strategy	Anti-corruption Strategy/Fraud Prevention Plan	Y/N	n/a	Y	n/a	Y	Y	Y	Y	30/06/2011	Office of the MM		All
IDP 2011/087	Financial Viability and Financial Management	To maximise the revenue collections of the municipality	Cash collected from customers	R value of revenue collected	n/a		n/a						Finance		All
IDP 2011/088			Amounts invoiced/billed to customers	R value invoiced/billed	n/a		n/a						Finance		All
IDP 2011/089			Maintenance of the valuation roll	Number of supplementary rolls	n/a	2	n/a	2	-		1	1	Finance		All
IDP 2011/090			Review of tariffs 2012/13	Date	n/a	31/05/2010	n/a	30/06/2012	-	-	-	30/06/2012	Finance		All
IDP 2011/091			Review of Rates Policy for 2012/13	Date	n/a	28/05/2010	n/a	30/06/2012	-	-	-	30/06/2012	Finance		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/092		To ensure compliance with all financial management requirements	Review of Credit Control Policy 2012/13	Date	n/a	28/05/2010	n/a	30/06/2012	-	-	-	30/06/2012	Finance		All
			Quarterly collection rate on billings	% collection rate											
			% growth in revenue collected by the municipality as a % of projected revenue taget	% growth in revenue collected											
			% of budgeted revenue for property rates colected	%property rates collection											
			Grants as a % of revenue recieved	% achieved											
IDP 2011/093			Debt service payments	R value paid	n/a	141,905	n/a						Finance	735000	All
IDP 2011/094			Loan repayments	% Compliance to terms of loan	n/a	100%	n/a	100%	100%	100%	100%	100%	Finance		All
IDP 2011/095			Total revenue received from grants and subsidies	R Value	n/a		n/a						Finance		All
IDP 2011/096			Total grants and subsidies spent	% spent	n/a	100%	n/a	100%	100%	100%	100%	100%	Finance		All
IDP 2011/097			Audit opinion 2009/10	Unqualified	n/a	Unqualified, with other matters	n/a	Unqualified with other matters	-	Unqualified with other matters	-	-	Finance		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/098		To ensure realistic budgeting and timeous reporting	Total operating budget	R Value	n/a	191,780,000	None	240,578,000	60,144,500	60,144,500	60,144,500	60,144,500	Finance		All
IDP 2011/099			Total salaries and wages budget (including benefits)	R Value	n/a	43,292,000	None	46,756,000	11,689,000	11,689,000	11,689,000	11,689,000	Finance		All
IDP 2011/100			Adopt 2012/13 municipal budget	Date	n/a	28/05/2010	None	31/05/2012	-	-	-	31/05/2012	Finance		All
IDP 2011/101			SDBIP for 2012/13 approved by Mayor 28 days after approval of Budget	Date	n/a	30 June 2010	None	30 June 2010	-	-	-	30 June 2010	Finance		All
IDP 2011/102			Table mid-year budget and performance report 2011/2012	Date	n/a	31/02/2011	None	25/01/2012	-	-	25/01/2012	-	Finance		All
IDP 2011/103			Table 2010/11 adjustment budget	Date	n/a	28/02/2010	None	28/02/2012	-	-	28/02/2012	-	Finance		All
IDP 2011/104			Budget process plan 2012/13	Date	n/a	29/09/09	none	31/08/2011	31/08/2011	-	-	-	Finance		All
IDP 2011/105			Monthly report submitted to mayor within 10 working days after month end	Date	n/a	10 days after month end	n/a	10 days after month end	10 days after month	10 days after month	10 days after month	10 days after month	Finance		All
IDP 2011/106			Quarterly reports to Mayor within 30 days of the quarter end.	Date	n/a	n/a	n/a	30 days after quarter	30 days after quarter	30 days after quarter	30 days after quarter	30 days after quarter	Finance		All
IDP 2011/107			Monthly report submitted to Provincial Treasury	Number of reports submitted	n/a	12	n/a	12	3	3	3	3	Finance		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/108			Compile and submit Annual Financial Statements to the Auditor General	Date	n/a	31/08/2010	n/a	31/08/2011	31/08/2011	-	-	-	Finance		All
IDP 2011/109			Compliance with MFMA requirements	% compliance	n/a	100%	n/a	100%	100%	100%	100%	100%	Finance		All
IDP 2011/110		To ensure effective expenditure control	Total operating expenditure	R value	n/a	171,598,000	n/a	19,5963,000	4,899,075	4,899,075	4,899,075	4,899,075	Finance		All
IDP 2011/111			Budget vs. Actual	Monthly report	n/a	12	n/a	12	3	3	3	3	Finance		All
IDP 2011/112			Maintain Fixed assets register	Monthly updates	n/a	Annual	n/a	4	1	1	1	1	Finance		All
			Updated and credible indigent register	Yes/ No		Yes	None	30 June				30 June 2012			
			Financial controls applied to ensure usage is monitored / limited to Indigent Policy	Yes/No		Yes	None	Yes	Yes	Yes	Yes	Yes			
IDP 2011/113			Schedule of expenditure submitted to Council monthly	Number of reports submitted	n/a	12	n/a	12	3	3	3	3	Finance		All
			Quarterly operational expenditure as a % of planned expenditure	% achieved		100 %		100 %	100 %	100 %	100 %	100 %	All		

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
			Quarterly capital expenditure as a % of planned capital expenditure	% achieved		100%		100 %	100 %	100 %	100 %	100 %	All		
			% of operational budget spent on repairs and maintenance	% achieve		100%		100 %	100 %	100 %	100 %	100 %	All		
			Quarterly reports and maintenance expenditure	Rand value		100%		100 %	100 %	100 %	100 %	100 %	All		
			MIG expenditure as a % of annual allocation	% achieved		100%		100 %	100 %	100 %	100 %	100 %	Civil/ Technical Services		
IDP 2011/114		To ensure compliance to SCM prescripts													
IDP 2011/115			Procurement Plan 2011/12	Date approved	n/a	n/a	None	30/06/2011	31/08/2011	-	-	30/06/2011	Finance		All
IDP 2011/116			SCM performance reporting	Monthly	n/a	12	None	12	3	3	3	3	Finance		All
IDP 2011/117			SCM Policy reviewed	Y/N	n/a	Y	None	30/06/2012	-	-	-	30/06/2012	Finance		All
IDP 2011/118			Targeted spend achieved	Total rand value of contracts awarded	n/a	35,400,000	n/a	47,399,000	11,849,750	11,849,750	11,849,750	11,849,750	Finance		All
IDP 2011/119				Total points of contracts awarded to SMMEs	n/a	80/20= 90/10=	n/a	2 1	2 1	2 1	2 1	2 1	Finance		All

IDP Indicator No.	National KPA	Strategic objective	Measurable Objective/Output	Performance Measure/Indicator (Unit 0f Measure)	Demand	Baseline (2009/10 estimates)	Backlog	Target	Q1	Q2	Q3	Q4	Responsible Department	Financial Implications	Wards
IDP 2011/120				Total rand value of contracts awarded to BEE suppliers	n/a	80/20 90/10			5 3	5 3	5 3	5 3	Finance		All
IDP 2011/121				Total rand value of contracts awarded to women	n/a	80/20 90/10	n/a		2 2	2 2	2 2	2 2	Finance		All
IDP 2011/122				Total rand value of contracts awarded to youth	n/a	80/20 90/10	n/a		3 1	3 1	3 1	3 1	Finance		All
IDP 2011/123				Total rand value of contracts awarded to people with disabilities	n/a	0 80/20 90/10	n/a		2 1	2 1	2 1	2 1	Finance		All
IDP 2011/124			Compliance with SCM regulations	% compliance	n/a	100%	n/a	100%	100%	100%	100%	100%	Finance		All

SECTION J

ANNEXURES

SECTION J

ANNEXURES

ANNEXURE : A – DISASTER MANAGEMENT PLAN

ANNEXURE : B – TURN AROUND STRATEGY

UMTSHEZI LOCAL MUNICIPALITY

"DISASTER RISK MANAGEMENT FRAMEWORK"
2010

"PROVINCE OF KWAZULU NATAL"

KZ234

UMTSHEZI LOCAL MUNICIPALITY

"DISASTER RISK MANAGEMENT FRAMEWORK".

INDEX

PAGE NO.

1. OVERVIEW OF THE MUNICIPALITY ....
1.1 Geographic Profile ....
1.2 Demography ....
1.2.1 Population Size and Distribution ....
1.2.2 Gender ....
1.2.3 Age ....
1.2.4 Employment Profile ....
1.2.5 Income Profile ....
1.2 Economy ....
1.3 Society ....
1.4 Administration System ....

2. DISASTER RISK IN THE MUNICIPALITY ....
2.1 Introduction ....
2.2 Prevalent Hazards and Disasters ....
2.2.1 Drought ....
2.2.2 Floods ....
2.2.3 Thunderstorms ....
2.2.4 Rural & Veld Fires ....
2.2.5 Lightning ....
2.3 Possible Impact ....
2.4 Exposure & Vulnerability ....
2.4 Capacities and Resources ....

3. CHALLENGES AND OPPORTUNITIES ....
3.1 Challenges ....
3.1 Opportunities ....

4. VISION, MISSION & OBJECTIVES ....
4.1 Vision ....
4.2 Mission ....
4.3 Objectives ....

5. PRIORITY STRATEGIES & INTERVENTIONS ....
5.1 Introduction ....
5.2 Principles governing disaster risk management in the Municipal sector ....

6. Objectives of the NDRMF ....
6.1 Key performance Area 1: Institutional capacity for disaster risk management ....
6.2 Key Performance Area 2: Disaster Risk Assessment ....
6.3 Key Performance Area 3: Disaster Risk Reduction ....
6.4 Key Performance Area 4: Response and Recovery ....
6.5 Enabler 1: Information Management and Communication ....
6.6 Enabler 2: Education, training, public awareness and research ....
6.7 Enabler 3: Funding arrangements for disaster risk management ....

7. INSTITUTIONAL ARRANGEMENTS ....
7.1 Municipal Disaster Management Advisory Forum ....
7.2 Disaster Risk Management Committee ....
7.3 Municipal Disaster Management Centre ....
7.4 Community Participation ....
7.5 Participation of Volunteers in DRM ....
7.6 Mutual Assistance Agreements (ANNEXURE 1) ....

1. OVERVIEW OF THE MUNICIPALITY

1.1 Geographic Profile

The Umtshezi Local Municipality occupies the ....part of the Province of KwaZulu Natal stretching latitudinal from.... to.... and longitudinally from ... to ... with a surface are of .... of km It has common boundaries with the Emnambithi, Mbabazane and the Okhahlamba Municipalities. The surface area of the Umtshezi has two distinct features, namely: an interior plateau, and the land between the plateau and the coast.

Estcourt is located at the confluence of the Bushman's and the Little Bushman's River. It is also on the main Durban - Johannesburg railway line some 160 km north of Durban and 25 km south of the Tugela River crossing. In earlier years the main road, later to become the N3, passed through the town. The town itself is 1196 m above sea level and lies in the hilly country that dominates most of the Natal Midlands. The Drakensberg lies some 40 km to the west of the town.

Umtshezi Municipality is comprised by the former Wembezi/Estcourt and Weenen TLC's.It is located approximately 165km North-west of Durban and 400km South-East of Johannesburg. The National Road N3 also traverses the Municipality on its western portion linking the tow major cities i.e. Durban and Johannesburg. Estcourt Town is the main urban centre for the Municipality. Umtshezi Municipality is bordered on its South-Eastern portion by the Mooi Mpofana Municipality, Msinga Municipality on its Eastern portion, Indaka Municipality on its North-Eastern portion, both by Emnambithi and Okhahlamba Municipalities on its North-Western portion and Mbabazane Municipality on its South-Western Portion.

1.2 Demography

1.2.1 Population Size and Distribution

During the Apartheid era, Estcourt was a predominantly white and Asian town. The nearby Wembezi Township was home to a large black population. In 1995 these two areas were incorporated into a transitional local council prior to the setting up of the Umtshezi Municipality. In 2008, the estimated population of the Umtshezi Municipality was 59 922 blacks, 1726 coloureds, 6155 Asians and 3244 whites.

Population Distribution per racial groups

Description	**2008**
Black African	59 922
Coloured	1726
Indian or Asian	61554
White	3244

Population Distribution per Ward

The Municipality is also comprised of 13 951 households, spread unevenly in nine (9) municipal wards. The majority of the people are concentrated in urban areas (±29 934) and in farming areas (±19 950), but there are a few patches of high-density settlements within informal areas. The figure below indicates population distribution per municipal ward: .The above figure indicates that the most populated areas within Umtshezi Local Municipality are wards 6 and 1. These wards record better service infrastructure and in the past decade have experienced huge influxes of people attracted by better service provision and proximity to Estcourt town, which is a major economic hub presenting employment opportunities within the Municipality.

Ward 7 is the least populated within the Municipality. This is not surprising since the ward is mainly comprised of farming settlements around Weenen.

1.2.2 Gender

Umtshezi Municipality's population is slightly imbalanced with females outnumbering their male counterparts. Approximately 52% (31 455) of the total population is comprised of women while males account for only 48% (28 467) of the total population (refer to Figure 3 below).

Gender Distribution

Figure 4 below indicates male absenteeism throughout the municipal wards, with the exception of Ward 3. This can be attributed to a number of males going outside of the municipal boundaries to seek work at major economic hubs within the country, mainly in Durban and the Gauteng province.

Gender

Description	2008
Female	31455
Male	28 467

Household Gender

Description	2008
Male	7638
Female	6316

Given that most of the municipal area is dominated by farming settlements, male absenteeism is an indication that most farmers are no longer engaged in conventional commercial agricultural activities, which tend to utilize males for labour purposes, hence most males seeking employment elsewhere in the country.

1.2.3 Age

The age composition or structure also determines the kind of economic activities within the locality. Different age groups have different economic needs and different spending patterns.

Age Differentiations

Approximately 71% of the total population in Umtshezi Local Municipality area is below the age of 35. Children, below the pre-school enrolment age (that is, 0-4 years of age), constitute 11% of the population, with those who are at school-going age, including pre-school constitute 23% of the entire Municipal population. Approximately 4% of the total population is over the age of 65 years. This scenario indicates the high dependency ratio incident within the municipal area, an event which might have a negative impact on the overall socio-economic development of the area as it impedes on the ability of the individuals to save and invest. Figure 5 above indicates that the largest age group in the municipality is between the ages of 15-34 constituting 37% of the entire population. This is followed by ages 35-64 (25%) and by 5-14 age group (23%). This trend obliges the government and the local municipality to allocate a large percentage of their budget to social development facilities such as schools, child grant, pension and clinics instead of on capital Facilities such as roads, water and electricity infrastructure and municipal marketing activities.

Age Description	2008
0-4	6430
5-9	6661
10-14	7206
15-19	7158
20-24	5609
25-29	5265
30-34	4204

35-39	3795
40-44	3081
45-49	2572
50-54	2372
55-59	1547
60-64	1400
65-69	874
70-74	802
75-79	418
80 and over	519

1.2.4 Employment Profile

Table 1: Employees Occupation

Occupation

Description	**2008**
Senior Officials	559
Professionals	535
Tech/Assoc Prof	1293
Clerks	1092
Service workers	1112
Skilled agric work	416
Other	1039
Elementary occupation	2536
Occupations NEC	778
Plant Operators	963

Employment Status

Description	**2008**
Employed	10134
Unemployed	12297
Not Economically Active	14815

Employee Occupation in Percentage%

- Legislators & Senior Officials 0.2%
- Corporate & General Managers 5.0%
- Engineering Science Professionals 2.2%
- Life Science & Health Professionals 3.1%
- Teaching Professionals 9.0%
- Other Professionals 4.0%
- Clerks 11.0%
- Services related 6.5%
- Retail related 4.0%
- Commercial Agriculture & Fishery 4.0%
- Skilled 10.0%
- Plant Machinery Operators/ Drivers 9.0%
- Elementary 25.0%
- Undetermined 7.0%
- **TOTAL** 100%

Table 1 above indicates that the number of employees per occupation in Umtshezi Local Municipality area. Approximately 10% of the total working force in the municipality is skilled. Only 18.3% of the workforce is professional. Trade and craft constitute 10% of the workforce. This could also be used to boost the tourism sector within the municipality. An approximate number of 25% of the entire workforce is employed as elementary.

1.2.5 Income Profile

Table 2: Individual and Household Income

Household Income

Description	2008
No income	3763
R1 - R4 800	1332
R4 801 - R 9 600	2728
R9 601 - R 19 200	1762
R19 201 - R 38 400	1648
R38 401 - R 76 800	1281
R76 801 - R153 600	866
R153601-R307200	381
R307201-R614400	106
R614401-R1228800	38
R1228801-R2457600	35
R2 457 601 , more	10
Not Applicable	23

ANNUAL HOUSEHOLD INCOME PERCENTAGE (%)

No income	27%
R1 - R4 800	10%
R4 801 - R9 600	20%
R9 601 - R19 200	13%
R19 201 - R38 400	11%
R38 401 - R76 800	9%
R76 801 - R153 600	7%
R153 601 - R307 200	2%
R307 201 - R614 400	0.7%
R614 401 - R1 228 800	0.1%
R1 228 801 - R2 457 600	0.2%

The above figures indicate that on average 27% of the households are surviving on less than R12 per day. This indicates high dependency ratios in that most of the households may be surviving on government grants ranging from old-age pension grants, disability grants etc. Even if households employ informal or illegal survival strategies it is unlikely that they generate substantial income given the general lack of viable economic base within rural areas. This situation indicates a need for development of local economic development activities that will ensure thathouseholds do manage to have access to the bare minimum of household's amenities.

1.3 Economy

Industry, Commerce and Infrastructure

Umtshezi occupies the ideal spot for any manufacturing industry. It is adjacent to the N3 national highway, and lies on the Johannesburg-Durban electrified main railway line, facilitating the transportation of goods to and from the town. Umtshezi has a highly efficient, reliable and cost effective electrical infrastructure, which supplies its large industries with all the power they need to run their plants. An abundance of water, from the Bushman's River, which flows into the nearby Wage drift Dam, ensuring that the industrialists are suitably served in terms of their water requirements.

Estcourt's industrial area is well situated in relation to the labour sources of the town. A well-maintained aerodrome services Estcourt for any executive who needs to fly in to town. The possible expansion of the industrial area has been suitably planned for and there is much land available in the Broomcliffe area to accommodate this. The larger established industries are:

- Nestle(SA)(Proprietary)Limited
- Eskort Bacon
- Masonite (Africa)Limited
- SASKO
- Narrowtex
- Glamosa Glass
- Clover(SA)
- Karbotek

Established residential properties are available for rental or for sale through local estate agents and serviced sites for the erection of houses are available or can be made available. Industrial land is also obtainable.

Estcourt central business district is a busy hub of commercial activity with many chain retail stores as well as local businesses doing a roaring trade. Estcourt is now the largest commercial and service centre in the Midlands region and is also important to the nearby Mooi River, Winterton, Bergville, Colenso and Weenen, due to the fact that Estcourt now has a greater variety of shops. The town of Estcourt has become the home of some of the well-established industries in the country. These progressive manufacturing industries serve both the South African market as well as being significant exporters in the industry.

Over the number of years Estcourt and its surrounding areas has undergone a drastic change in terms of tourism development. Estcourt /Wembezi is the gateway to the central Drakensberg area and the environment offers unmatched lifestyle and leisure opportunities. Midway between Estcourt/Wembezi, the Wage drift Dam and surrounding ground are situated. Estcourt is ideally situated with easy access to various towns, which also make up the well known tourist attractions, namely the Drakensberg Region, The

Midlands Meander, Ladysmith, Weenen, and Colenso which also form part of the world renowned Berg, Bush and Battlefields Route.

Industry Description	2008
Agric relate work	901
Mining, Quarrying	14
Manufacturing	1685
Elec,gas,water	86
Construction	435
Wholesale,Retail	1829
Transport, Comm	340
Business Services	623
Community Services	3369
Private Household	
Undetermined	49590
ExtraTerrit Orgs	
Rep Foreign Gov	0

1.4 Society

Estcourt previously comprised of a population of approximately 3 407 whites, 710 coloureds, 5 432 Asians and 1 296 blacks as per the census taken in 1991. The population of Estcourt is now 13 650. The population of nearby Wembezi is approximately 25 000. It is estimated that the area immediately surrounding Estcourt/Wembezi is home to approximately a quarter million people, mostly living in the rural environment.

There are also other black homelands in the vicinity of Estcourt from which the town draws a great deal of its labour. Queen Victoria gave the area to the Black people during her reign. In the past there were certain areas allocated to the different race groups, the black and some Indian people lived in Rensberg and the colored and Some Indian people lived in Zaailaager. The white people lived in town and the Wage drift area.

After years of fighting on the Rensberg and Zaailaager farms, an Indian area was allocated. Black people now occupy Rensberg only and many farms still do not have electricity or water. Zaailaager is now a colored area called Trench town. Estcourt was served with two hospitals, one black hospital and a white hospital. The white hospital has recently opened its doors to all races.

Estcourt previously had two hotels, the Plough Hotel and Sunrise Hotel. Estcourt now has just one hotel, The Plough Hotel that is now called Val-U-Lodge. Over the past number of years Estcourt and its surrounding areas has a wide variety of accommodation facilities.

1.5 Administration System

Estcourt/Wembezi was incorporated into a Transitional Local Council in February 1995 with the town of Estcourt and nearby Wembezi coming together to form one town with well established industrial, commercial and residential areas.

These two areas linked-up with Weenen to become known as Umtshezi which is administered by a combined Council consisting of 17 Councillors.This area is also the heart of the large surrounding agricultural area.

2. DISASTER RISK IN THE MUNICIPALITY

2.1 Introduction

This section presents the findings of the disaster risk analysis and assessment of the Umtshezi Municipality. The chapter begins by presenting the key findings of the disaster risk analysis & Assessments on the prevalent disasters, followed by the impact these hazards have as well as the hazards that have the potential to cause catalyst disasters. The Umtshezi Municipality's vulnerability analysis and adjustment is also presented and finally the section concludes with the overall analysis of capacity and resources for the Umtshezi Municipality. It should be noted that that these assessments distinguishes between the disaster risks faced by the rural dwelling households as well as the urban dwelling households.

What are disasters?

Disaster in terms of the Disaster Management Act, 2002, means a progressive or sudden, widespread or localized, natural or human-caused occurrence which:

(a) **Causes or threatens to cause**:

(i) Death, injury or disease;
(ii) Damage to property, infrastructure or the environment;
(iii) Disruption of the life of a community; and

(b) **Is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources**.

A disaster is also described as an event or hazard that overwhelms the capacity of a household, community, city, business or area, to resist or recover from the impacts without external assistance. Disasters are also social phenomena that occur when a community suffers exceptional, non-routine levels of disruption and loss.

What are hazards?

Hazards are normally classified in the following broad categories namely:

Natural hazards: Atmospheric, geologic and hydrologic hazards like storms, earthquakes and Floods, as well as the spread of infectious diseases. There is mounting evidence that worldwide

Environmental changes, especially climate change, will exacerbate the probability of natural hazards. This is also a sign that large-area hazards, as opposed to site-specific threats, will become more prominent. (Note: Drought is defined as a slow-onset environmental hazard).

Technological hazards: Major accidents, industrial failures, hazardous materials threats to human life and unsafe public buildings. The dependence on electricity supplies and mass communications to support the key functions of large cities and modern economies means that power failures and computer viruses can quickly disable urban life.

Context hazards: (global environmental change). International air pollution deforestation, desertification, loss of natural resources, intensive urbanization - climate change.

Super hazards: catastrophic earth changes, impact from near earth objects.

New-concern threats: The ongoing spread of technology and urbanization, together with growing social diversity and political tension creating opportunities for international violence and terrorism.

2.2 Prevalent Hazards and Disasters

Based on the desktop disaster risk review, analysis and assessments conducted on the prevalent disasters within the Umtshezi Municipality ,the following hazards have been identified and classified as key hazards prevalent the within the municipality .The key prevalent hazards and disasters include but not limited to the following :

- Rural & Urban Fires
- Thunderstorms and Lightening
- Floods
- Droughts
- Tornado
- Soil Erosion
- Environmental Degradation
- Snow
- Technological Hazards

It is common knowledge that these hazardous events not only destroy and slow down years of hard work and development but will result in severe social and economic losses both at the local, provincial and national level where these various structures of government and emergency & disaster management organisations are required to provide emergency relief for the victims. These findings will be later followed by a detailed account of the impacts that can be sustained in the event that measures are not in place to prevent, mitigate or reduce the risk of the hazards happening in the near future.

It is generally acknowledged that there are a host of risks and hazards which result in disasters; it is however for a number of reasons not the intention of this exercise to discuss each and every hazard in this framework. Therefore given there is substantial evidence from the findings of the data review assessment and analysis suggesting that fire, flooding, thunderstorm and drought appears to be the most prevalent disasters, it has been deemed appropriate to discuss these prevalent hazards in much more detail

2.2.1 Drought

Drought appears to be a major feature of the climate of South Africa and has had devastating impact nationally, provincially and locally respectively. Drought is also now viewed as the normal condition of almost all the climates on earth. Drought can therefore be described as a condition of climate dryness that is severe enough to reduce the soil moisture and water levels below minimum necessary for sustaining plant, animal and the overall economic system. It is commonly referred to as a creeping hazard because it develops slowly and have prolonged existence and because of the fact that droughts are not constrained to a particular area or setting their impact can extend over very extensive areas. Finally the impact of drought will vary according to climatic conditions.

Famine can be perceived to be the most serious potential outcome of drought and unlike most hazards it can be difficult to recognize especially in the early stages and will therefore be defined in terms of effects rather than causes.

The simplest definition that we can assign the drought is the unusual dry period which results in the shortages of water. Rainfall deficiency is therefore the trigger but it is the shortage of useful water in soil, rivers or reservoirs which creates this hazard.

Types of Droughts

- **Hydrological Drought**

  This drought refers to the shortages of surface and subsurface water supplies, this happens when natural streams flow of ground water levels are sufficiently reduced to impact adversely on water resources. This type of drought is measured by relating shortfall of water supplies to water demand. Water in hydrological storage systems such as reservoirs are often used for multiple purposes such as flood control, irrigation, recreation. Therefore completion for water in these storage systems escalates during drought resulting in conflict between water users increasing significantly.

- **Meteorological drought**
  The South African weather service defines drought on the basis of the degree of dryness in comparison to "normal" or average amounts of rainfall for a particular area or place as well as the duration of the dry period. Meteorological drought is therefore linked to the average rainfall in a certain area. A deviation from normal measure rainfall could indicate a meteorological drought. This type of drought is therefore regions specific and is monitored by the SA Weather Service.

- **Agricultural drought**
  Agricultural drought occurs when there isn't enough soil moisture to meet the needs of a particular crop at a particular time. Rain –fed crops are dependent on adequate rainfall during the specific season. The Department of Agriculture has previously defined 4 types of agricultural drought namely:

  - ***Drought:*** *Prolonged abnormally dry period when there is insufficient water for users' normal needs. Agriculture suffers first and eventually everyone feels the impact.*

  - ***Seasonal drought:*** *This is a predictable drought and an annual event e.g. dry winter in a summer rainfall region or dry summer in a winter rainfall region. Other seasons may also be much drier than normal. Where overgrazing prevails a seasonal drought may be mistaken for a severe drought which qualifies for assistance, it therefore becomes critical that the assessment is done thoroughly. Seasonal drought does not qualify for assistance unless the preceding seasons were disastrously dry.*

  - ***Periodic drought:*** *This occurs at more or less regular intervals and is largely the result of normal fluctuations in rainfall below the expected average. Overgrazing aggravates such droughts and periodic droughts must be provided for in the form of veld and fodder reserves.*

  - ***Disaster drought:*** *Disaster drought tends to develop gradually in grazing lands usually from chronic lower rainfall over many months and seasons. This type of drought is not predictable and occurs at uneven intervals of years.*

2.2.2 Floods

A flood refers to excessive water run-off or the rise in water level in a particular area which is more than the particular environment can absorb or carry. Floods are caused by either too much rain in a short space of time (for example cloud bursts), continuous rain in the same area blockages in rivers and streams(such as rubble or landslides) or failure in dam walls, levies, storm surges or the excessive release of water from dams and lakes. It is normally the prolonged period of rainfall which gives us a good indication of possible floods. In summary the two elements which contributes to flooding is rainfall intensity which is the rate of rainfall and the duration that is how long the rain lasts.

2.2.2.1 Types of Floods

- ***River Floods***

  Flooding along the rivers is a natural and inevitable part of life. Some floods occur seasonably with summer or winter rainfall which causes the river basins to fill with too much water, too quickly. Torrential rains from tropical cyclones also called hurricanes can also provide river flooding.
- ***Urban floods***

  Our urban development creates a number of areas which cannot absorb natural rainfall e.g. parking lots, roads, buildings etc). Urbanisation increases runoff 2 to 6 times over what would occur on natural terrain. During periods of urban flooding, streets can become swifts moving rivers and houses and buildings can sustain damages.
- ***Flash Floods***

  Flash floods occur then an excessive amount of rain falls within a short period of time (in dried up streams and wetlands, river valleys and also urban areas) or when a massive amount of water is suddenly released (by dams or the release of blockages in rivers).Rain water causes a small but fast moving river which can gain velocity n a matter of minutes.

Flood Warning Signs

- It is normally in the rainy season
- There are severe inland thunderstorms or storms
- Previous Rains have saturated the soil and another storm is threatening
- There is excessive rainfall over a short period of time
- Moderate rainfall occur from slow moving storms resulting in lot of rain over the same area
- The ground cannot absorb the amount of water
- The water levels in rivers and dams rise suddenly
- There might be snow in the mountains which could melt once spring approaches
- More and more green areas are developed into urban centres which decrease the environment’s absorption capacity.

2.2.3 Thunderstorms

Thunderstorms, the large cauliflower-like clouds commonly seen in the rainfall areas

Are violent, local atmospheric disturbances accompanied by lightening, thunder, heavy rain often by strong gusts of wind or tornadoes and sometimes by hail. A storm normally lasts for about 30 minutes, but severe may last longer. Rural KZN which includes the Umtshezi Municipality experiences very high incidences of thunderstorms, particularly in the summer rainfall regions. The key element which contributes to thunderstorms is warm weather which creates a significant amount of updrafts and a considerable amount of noticeable cumulus clouds.

2.2.3.1 Types of Thunderstorms

- ***Single cell (cloud) Storm***

  Single cloud thunderstorm has life spans of 20-30 minutes. They are usually not strong enough to produce severe weather. A true single cell storm is actually quite rare.
- ***Multi-cell cluster Storm***

  Multi-cell storms are the most common type of thunderstorm. It consist of group of cells, moving as one unit, with each cell in a different phase of the thunderstorm life cycle. The mature cell is usually found at the centre. Although each cell may last only 20 minutes, the cluster may last several hours. These can produce heavy rainfall, down bursts, moderate-sized hail and occasional weak tornadoes.
- ***The Multi-cell line Storm***

  This type of storm consists of al line of storms without continuous, well developed gust front (or winds) at the edge of the line of storms. This line of storms can be solid or it can have gaps. The main threats with these storms are golf ball-sized hail, heavy rainfall, and weak tornadoes. However, they are best known for their down bursts that manifests in strong wind gusts at ground that can be very damaging to structures and houses.
- ***The Super cell Storm***

  The super Cell storm is highly organised thunderstorm. Although these are rare, they pose a great threat to life and property. This is pretty much like a single cell storm in that it has one up-draft. However this one is extremely strong had has the ability to produce severe weather. This storm can produce large hail and strong down bursts and strong violent tornadoes.

2.2.3.2 Storm Warning Signs

- Normal rain season, particularly in the summer rainfall regions
- Observation of big grey clouds formations with a normally flat base
- The wind suddenly changes and blows cooler air
- Lighting within the clouds of the storm and far-off rumbling or thunder
- Down bursts of rain.

2.2.4 Rural & Veld Fires

Veld fires are forest fires that are dealt with under the National Veld and Forest fires Act. No.101 of 1998. This law defines the veld fire as a veld, forest or mountain fire, where veld means the open countryside beyond the urban limit or homestead boundary. Veld fires are therefore any fire which occurs outside the boundaries of urban build areas and pose the potential of running out of control.

It is also important to note that 90% of veld fires are started by humans the other 10% is started by natural occurrences such as lightning. There are 3 necessary components to start a veld fire: oxygen, fuel and heat. At least 16% oxygen must be in the air for a fire to start (the atmosphere contains 21%). Fuels such as dead plants, dry leaves, pine needles and grass burns more readily than moist green plants because the dead material contains less moisture. Heat is usually supplied by a lightning strike to a tree or dry grass. People normally start veld fires through carelessly (not properly disposing of cigarette butts) or malicious (intentionally starting a fire) behaviour.

2.2.4.1 Rural & Veld Fire warnings

- It is normally your dry season
- There are very hot conditions
- There are lot of potential fuel (e.g. dry leaves, wood, dead plants and grass).
- You can clearly see long dry grass and plants
- There are moderate to strong winds present.

2.2.4.2 The importance of Veld Fires

- Environmentally veld fires can be important to local ecosystems e.g. smoke and heat are sometimes needed for seeds to germinate
- Veld fires can lead to regeneration of local plant life
- Veld fires can have a good economic and emotional effect on people and property directly affected.
- Having a better understanding of veld fire causes can help with better preparations and perhaps minimise or prevent veld fire damage.

2.2.5 Lightning

Lightning is one of the most deadly natural phenomena known to humans. With bolt temperatures hotter than the surface of the sun and shock waves beaming out in all directions, lightning is a lesson that commands the respect of humankind.

Lightning occurs with every thunderstorm and must be expected as thunderstorm forms. Lightning results from the build up and discharge of electrical energy between positively and negatively charged areas in the atmosphere and clouds. The most lightning occurs between clouds but it is the ground strikes that are dangerous.

2.2.5.1 Types of Lightening

- ***Cloud to Ground***

  Cloud-to-ground lightning is the most damaging and dangerous form of lightning. It is the most common type, but it is the one that is the best understood. The cloud to ground lightning bolts strikes the highest object in the lightning bolts path; the lightning may strike the person. Lightning strikes can cause severe injury or death. Cloud-to-ground lightning is the best understood type of lightning because it leaves so much more evidence behind.
- ***Intra Cloud***

  Intra-cloud lightning is the most common type of lightning. It usually takes place within the cloud and looks like a bright flash of light which flickers. This bright flash may leave the cloud and the flash can be visible for many kilometres.
- ***Inter Cloud***

  A less common lightning strikes occurs between oppositely charged areas of different clouds. This means that there are positive and negative charges within different clouds and the strikes travels in the air between them.

2.2.5.2 Lightning Warnings

- Observation of the thundercloud formation
- A rumble in the clouds can be heard and flashes can be noticed when intra-cloud lightning occurs.
- You can count the time it takes to hear the thunder after seeing the flash.

2.3 Possible Impact

Hazard	Aspect	Hazard Effect	Possible Consequences
1. Droughts	▪ Crops	Reduced crops & Total crop Failure	Reduced income, food shortages, reliance on shops, unemployment & Evictions
	▪ Water	Reduction &Contamination	Human diseases, human health, livestock diseases, absence and deaths, crop failure and loss .
	▪ Employment	Layoffs & Evictions	Loss of income, food shortages, increased unemployment etc.
	▪ Livestock	Weakened, disease & death	Reduced health, food shortages and sales, slaughter and reduced income
	▪ Grazing	Reduced reproductive capacity of land.	Livestock weakening and death, livestock sales & slaughter, impounding, conflict, land degradation
	▪ Food Prices & Tenure	Increased evictions, closure of farms & food shortages	Food Shortages homelessness and migrations.
	▪ Fuel	Reduced	Disruption of domestic activities & conflict
2. Flooding	▪ Physical structures	Damaged to the physical structures of dwelling	Loss of physical structure resulting in large displacements of families and homelessness.
	▪ Personal Assets & Economic Assets	Damaged and loss of personal assets & belongings	Sustained damages to assets , food shortages and

	▪ Employment	Increased rate of absenteeism.	Loss of income and layoffs. Increased food shortages.
	▪ Household Income	Increased rate of absenteeism resulting in the loss of household income.	Reduced and or loss of income resulting in food shortages, loss of livestock and loss
	▪ Health	Disease and death	Increased Human illnesses, human health, livestock death and crop failure and loss.
3. Thunderstorms, Lightning, Winds, Hail and Flooding	▪ Physical structures	Loss of economic & social physical structures of dwelling.	Damage to houses due directly to severe winds, hail or storm water, or indirectly by windblown debris; Loss of physical structure resulting in large displacements of families and homelessness
	▪ Personal Assets & Economic & Social Assets	Damaged to the physical structures of dwelling & infrastructure Damaged and loss of personal assets & belongings	Disruption of power supply (and the subsequent knock-on effect on water supply, etc) from lightning strike or downed power lines; Road access disruption because of flash flooding, traffic accidents or fallen vegetation and/or power lines; Damage to houses due directly to severe winds, hail or storm water, or indirectly by windblown debris; Significant insurance losses to both buildings and possessions such as cars;

	▪ Annual & Perennial Crop losses	Loss of crops and damage to crop quality and crops and the biodiversity	Income loss for farmers due to damaged crop and poor crop quality. Increased and sustained food shortages Decline in food production and disrupted food supply.
	▪ Human Life	Sustained injures and fatalities	injury or death from both direct and indirect causes Fires and/or fatalities caused by lightning strikes. Increased medical cost to the state as a result of an immediate increase to multiple injuries.
4. Veld Fires	▪ Annual & Perennial Crop losses	Loss of crops and damage to crop quality and crops and the biodiversity	Income loss for farmers due to damaged crop and poor crop quality. Increased and sustained food shortages.
		Loss of farming and crop land	Unemployment from fire related declines in production and financial losses due to damaged plant. Reduced reproductive capacity of crop land and soil fertility.
	▪ Land Degradation	Loss of wildlife and livestock	Increased soil erosion and soil compaction, increasing surface run –off resulting in the decrease of infiltration. Reduced water required to recharge ground water resources resulting in reduced water for irrigation. Permanent loss of habitat and species and high

			livestock mortality rates.
	▪ Livestock & Wildlife	Loss of grazing land necessary for restocking	Disruption of reproduction cycles (delayed breeding and more miscarriages) Forced reduction of foundation stock and Reduced milk production. Declined production of milk and meat. Loss of grazing land necessary for restocking Unavailability of feed for livestock resulting in increased high cost of feed
	▪ Grazing Land	Loss of veld, forest and plantation resources such as timber and pine mealies etc.	Decline in food production and disrupted food supply.
	▪ Human Life	Increased mortality rates in humans	Loss of human life.
	▪ Income Generating Forests & Plantation		Impaired productivity of forest and plantation land resulting in financial losses due to damage. Availability of plantation resources such as timber, pine, mealies, etc. Revenue losses to national, provincial and local governments due to reduced taxes. Reduction of economic development and increased unemployment from fire related declines in production.

	▪ Biological Resources ▪ Economic Property		Loss of economic and social assets such as property resulting in a depressed economy Increased unemployment Loss of physical structure resulting in large displacements of families and homelessness

2.4 Exposure & Vulnerability

Vulnerability in this case means the degree to which an individual, a household, a community or an area may be adversely affected by a disaster. Vulnerability, like the risk and hazard is a possible future state that has implications of high risks which are combined with an inability to cope with those risks at a particular given point in time.

Vulnerability is can also be defined as the conditions determined by physical social, economic and environmental factors or processes which increases the susceptibility of a community to the impact of the hazard. Vulnerability, like risk and hazard, is a possible future state that implies high risk combined with an inability to cope. Human vulnerability is a more complex term.

Communities and households are exposed to different forms of vulnerability that include:

- **Weather-related shocks and natural calamities:** drought, earthquakes, hurricanes, tidal waves, floods, heavy snow, early frost, extreme heat or cold waves
- **Pest and disease epidemics:** insect attacks, predators and diseases affecting crops, animals and people
- **Economic shocks:** drastic changes in the national or local economy and its insertion in the world economy, affecting prices, markets, employment and purchasing power
- **Seasonal stresses:** hungry season food insecurity
- **Environmental stresses:** land degradation, soil erosion, bush fires, pollution
- **Idiosyncratic shocks:** illness or death in family, job loss or theft of personal property
- **Structural vulnerability:** lack of voice or power to make claims

Vulnerability to the various types of natural hazards is not homogeneous across geographical areas or within communities. Some communities and some households within given communities will be more vulnerable than others.

Vulnerability context: Key issues and questions to help assess the vulnerability context will include:

i. ***Assessing the overall vulnerability context***
    - What is the size of the population? How is it distributed? How many households are there in the village, by ethnic group if relevant?
    - How often do hazards/disasters hit the community? Is the incidence growing?
    - What are the main causes of vulnerability?

- What are the local perceptions of the risk of natural hazards/disasters differentiated, if appropriate, by socio-economic category or geographical location?

The vulnerability context frames the external environment includes:

- Population Trends
- Resource Trends
- Shocks (Natural hazards & disease outbreak)
- Seasonality in market prices and Employment opportunities.

ii. **Hazard Exposure of the most vulnerable group**
  - Identification of the most vulnerable groups in the community and where are they located
  - Where do the different ethnic groups live?
  - Where are the female-headed households located
  - To which natural hazards are they particularly vulnerable and why?

iii. **Hazard exposure of livelihood assets**
  - What are the main natural resources and productive assets (e.g land, water, pasture, trees, tree nurseries, fish ponds, animal shelters, machinery, irrigation systems, wells, inputs/fodder/food storage facilities etc.)
  - Where are they located within the community's geographical area?
  - Are they available to the community only or are they also used by others (government, corporations and local private sector companies)?
  - Which group in the community have access to them and why?
  - To what degree are the resources and or productive assets exposed to hazard impacts differentiated by a hazard?

iv. **Disaster preparedness, rescue and emergency response infrastructure and facilities?**
  - What community infrastructure and equipment (e.g schools, stores, wells, fire fighting equipment, power station, hospital or health clinics) are available to save lives and livelihoods during disaster
  - Or to provide temporary shelter and emergency supplies: where are they located. **E.g. a hazard vulnerability map.**
  - What formal and informal community facilities are available for the Disaster Risk Management?

v. **Seasonal Vulnerability hazard risk planning**
  - When do hazards occur?

- Do hazards coincide with peak working seasons
- Do hazards threaten peak production periods or the harvest

Cropping Calendar

Key Crops	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	De c
Mealies				■	■	■	■	■	■			
Corn												
Soy Beans		■	■	■	■	■						
Potatoes												
Cabbages				■	■	■	■	■	■	■	■	■

Seasonal calendar of natural hazards

Hazard Risk	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	De c
Hailstorm						■	■	■	■	■		
Veld fires												
Drought				■	■	■	■	■	■	■	■	
Floods												
Strong Winds	■	■	■	■	■	■						

> ***Seasonal Calendars**: Are valuable tools to assess seasonal vulnerability patterns and hazard implications. They can be used in meetings to help identify the key hazard risks facing the community and to stimulate and focus discussions on existing and potential local coping strategies.*

vi. Local coping mechanisms and adaption strategies

- What coping strategies exist for each hazard type?
- Which organizations and institutions, if any, support existing coping strategies or promote new strategies? Who has access to/ uses these supporting services.

This approach captures the dynamic, complex nature of people’s vulnerability. While trends capture the temporal continuum of vulnerability in positive or negative directions, shocks capture largely external, unexpected events such as natural disasters. More importantly this framework does not look at the vulnerability context in isolation, but links it with transforming structures and processes. Practical application of such a framework means that it not only describes the different aspects of people’s vulnerability but also points to social, political and economic structures and processes, transformations which would help reduce vulnerability and thus help insure sustainable livelihood for the poor.

Frequently disasters adversely affect the livelihoods of poor people by damaging their means of earning (destruction of the factory, loss of land due to erosion in flooding, destruction of the shop) and/or tools (loss of draught animals, plowing tools, etc).Mainstream disaster management responses frequently do not focus on rehabilitation of peoples' means of livelihood. Families, who lose their means of livelihood during a disaster, find their recovery from adverse effects become more unlikely and their vulnerability to future disasters more increased. It is also assumed that if people will have better sources of livelihoods and higher incomes, they will spend more on disaster risk management in order to save their property, because due to higher incomes they have savings to spend for this purpose. But if they do not have any savings then spending on disaster management, becomes the least priority in comparison to the chronic issues of survival.

Diversity in the sources of livelihoods is very important for increasing people's capacity to cope and recover. For example, a family that has two different sources of income including a tract of land and a shop. If this family loses the crop and one draught animal due to a severe flooding event, it still has the shop. This family will be in a better position to sustain after damage to crops and to recover by buying another animal by mobilizing the savings from the shop in comparison to a family which has only one tract of land and loses the standing crop and one animal, and does not have any other source of income. Thus, investment on strengthening and diversifying the sources of livelihoods of the people of disaster prone areas can be an effective strategy for disaster risk reduction in the long run.

2.5 Capacities and Resources

Enabling mechanisms:

2.5.1 Policy:

The Disaster Management Act, 2002 in conjunction with the National Disaster Management Framework provides firstly the platform for disaster risk management, secondly, the Key Performance Areas and Enablers provides the guidelines to the activities to be followed in the disaster risk management cycle.

2.5.2 Structures:

The well-organized structures and systems of the municipality can facilitate and ensure coordination of stakeholders' action and contributions to be in place. This involves the establishment and strengthening of focal points and coordination bodies for disaster reduction and response activities

2.5.3 Capacity:

The enhancement of national and local capacity to establish and implement disaster reduction and response measures, especially for vulnerable sectors and communities, is a constant undertaking.

2.5.4 Resources:

The identification and provision of resource requirements, including funds and trained human resources, are important. This includes means to access and use authorized fund appropriations for disaster reduction and response.

3. CHALLENGES AND OPPORTUNITIES

3.1 Challenges

- Rapid and Poorly controlled urbanisation and underdevelopment in the rural areas
- Widespread rural and urban poverty
- Inactive public policy
- Increasing construction of municipal and infrastructure production in hazard prone areas
- Minimal or non-involvement of the private sector, civil society and urban and rural communities in the prevention and risk management.
- Environmental degradation leading to loss of ecological values such as those provided by forests which buffers against natural hazards events.
- Failed Development approaches
- Perception that emergency preparedness and post disaster response which addresses only effects not causes constitutes an adequate approach.
- Unavailability of appropriate disaster risk information
- Political paralysis to integrate the prevention and mitigation processes of disaster risks
- Weak overall technical and operational capacity of the disaster risk management unit
- Poorly Planned development which compromises the protection of vulnerable populations, safe-guarding infrastructure, bolstering the local stability and sustainability and shielding of valuable economic, social and environmental assets from devastation
- Dense population in flood plains and settlements below potential hazard areas
- Inability to implement urban and rural disaster risk reduction process of land use planning , physical planning and urban and rural development
- Reduction of vulnerability in the existing social and economic infrastructure and building stock.
- Building the social and economic infrastructure stock e. g schools, hospitals which constitutes a life safety threat to the occupants , studies show that the cost of making buildings safe from hazards such as storms and fire etc is no more than 5-10% of the construction cost.
- Lack of awareness by the community on disaster risk management
- Lack of multi-stakeholder co-operation such as Private, National, Provincial, civil society and communities in disaster management and reduction strategies.
- Inadequate financial and human resources essentially compromising the disaster risk management and reduction given the fact that these processes are long term, low visibility with little guarantee of tangible rewards in the short term for politicians yet, inaction brings further complications and further accumulates the risks creating the need for future investments that are significantly higher than the those required now.

3.2 Opportunities

- Community education and awareness on the disaster risk management and reduction strategies which will foster and enhance a culture of community welfare, safety, preparedness and self reliance.
- Engagement of the multi-stakeholders such as national, provincial, private sector, civil society and communities on public policy and debate on disaster risk management
- Generation of resources and incentives through budgetary allocations for hazard and vulnerability studies that are geared towards long term sustainability
- Development of the human potential for disaster risk management and reduction through training of practitioners and competency building of professionals, decision makers and communities.
- More robust land use planning
- Environmental management through land degradation and unsustainable agricultural practices
- Encourage pre-disaster , vulnerability and reduction and mitigation measures
- Promotion and insisting on sound and use planning, environmental management and construction standards in all new developments
- Integration of disaster risk management into the planning processes.
- Providing of skills and competences to urban planners in risk sensitive land use planning and incorporating these tools into zoning and other land use regulation.
- Promoting urban and rural development as a powerful tool to reduce urban and rural risk through the introduction of both structural and non structural mitigation measures
- Enforcing life-safety construction standards for every new building
- Development of enforceable implementation policy processes which can be achieved through training, education and practice legislative processes.
- Development of a culture of prevention which can be achieved through multi-stakeholder co-operation.

4. VISION, MISSION & OBJECTIVES

4.1 Vision

Substantial reduction of disaster losses in the lives of the people residing in the Umtshezi Municipal area of jurisdiction as well as the social, economic and environmental assets of the community and the municipality at large.

4.2 Mission

- Integrations of disaster risk reduction into sustainable development policies and planning
- Development & strengthening of institution mechanisms and capacities to build resilience to hazards
- Incorporation of risk reduction approaches into the implementation of emergency, preparedness, response and recovery programmes.

4.3 Objectives

The following objectives in broad terms, as prescribed in the National Disaster Risk Management Framework (NDRMF), are applicable in this pro forma:

- To address holistically and comprehensively the various concerns and gaps in the different phases of the disaster management cycle by considering the underlying causes of disasters (i.e. he conditions of disaster risks) and the broader set of issues and contexts associated with disaster risk and its risk management.
- To prevent, mitigate, prepare for, and respond effectively to the occurrence of disasters through the enhancement of local capacity and capability, especially in disaster risk management (i.e. recognizing, managing and reducing disaster risks, and ensuring good decision-making in disaster reduction and response based on reliable disaster risk information);
- To promote multilevel, multidimensional and multidisciplinary coordination and collaboration among stakeholders in disaster reduction and response as they ensure the participation of the community, the integration of stakeholders' action, and the best use of limited resources.
- Insuring that appropriate enabling mechanisms are in place, including policy, structure, capacity building, and resources.

OBJECTIVES: MUNICIPAL DISASTER RISK MANAGEMENT FRAMEWORK

Objectives Description Of Municipal Disaster Risk Management Framework	**Description of Municipal Disaster Risk Management Framework**	**Activities To Accomplish Objectives**
Institutional capacity for disaster risk management (Key performance area 1)	☐ Establishment of institutional arrangements for implementing disaster risk management within the municipal sphere of government. ☐ The application of the principle of co-operative governance for the purpose of disaster risk management. ☐ The involvement of all stakeholders in strengthening the capabilities the municipality to reduce the likelihood and severity of disasters. ☐ Describes processes and mechanisms for establishing co-operative Arrangements with provincial and national role players and within the Municipality	**Capacity building and liaison with stakeholders** ☐ all levels of Government ☐ all levels of Organized Community structures ☐ Establishment of a focal point within NCO's to communicate with other stakeholder e.g. DWAF/DMC'sat different levels
Disaster Risk Assessment (Key Performance Area 2)	☐ To establish a uniform approach to assess and monitor disaster risks that will inform disaster risk management planning and disaster risk reduction undertaken by organs of State and other role players.	**Risk Assessment** ☐ Collect relevant information ☐ Establish the risk context. ☐ Identify the risks. ☐ Analyze the risks. ☐ Assess and prioritize the disaster risks. ☐ Identification of risks and hazards likely to result in disasters ☐ Estimation of the risk of such events

		☐ Evaluation of social and economic consequences of derived risk ☐ Treat the disaster risks ☐ Monitor, review and communicate
Disaster Risk Reduction (Key Performance Area 3)	☐ To ensure all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved frameworks.	**Risk reduction** ☐ Protect or reduce the risk and the intensity of a hazard not becoming a disaster ☐ Influencing the cause of the risk ☐ Modifying the risk ☐ Develop plans and training to reduce the risk ☐ Dissemination of information e.g. early warning, flood warnings ☐ Measures to, respond and manage a hazard ☐ Measures to hazard alert to minimize severity or consequences of disasters and vulnerability of communities or areas ☐ Compiling of a Inventory of the NCO's capacity to deal with vulnerability and risks
Response and Recovery (Key Performance Area 4)	☐ To ensure effective and appropriate disaster response and recovery by: ☐ Implementing a uniform approach to the dissemination of early warnings. ☐ Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services.	**Recovery/rehabilitation – post disasters** ☐ Develop and implement appropriate contingency plans ☐ Participate in processes to fully restore disaster affected communities or areas to pre disaster level functioning to become even more disaster resistant ☐ Participate in recovery and development programmes post disaster

	☐Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur Or are threatening to occur. ☐ Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.	☐ Coordinate with relevant organizations in the advisory forums ☐ Apply appropriate measures to restore capacity(Note: It is important that NCO's develop their specific hazard tracking mechanisms e.g. early warning in collaboration with other role players e. g. D o A, SAWS, NDMC, PDMS's, MDMC's.)
Information management and communication (Enabler I)	☐ To guide the development of a comprehensive information management and communication system and establish integrated communication links with all disaster risk management role players.	**Information management and communication** ☐ Participation in information management and communication system of Organs of State – at all levels
Education, training, public awareness and research (Enabler 2)	☐ To support the education, training, public awareness and research enabler, the following functionalities are required: ☐ Education and training programmes pertaining to disaster risk management in all spheres of the education system need to be recorded and monitored. ☐ The content of education and training programmes as well as records of participants (professionals, volunteers, communities, learners), and the Education and training programmes they attended must be recorded. ☐ A register and records need to be kept of all accredited service providers as well as accredited facilitators to ensure that minimum standards set by Sector Education and Training Authorities (SETA's) are met. ☐ Research programmes and projects need to be registered and monitored and the information	**Education, training and information programmes** ☐ Participation in programmes of organs of State at all levels ☐ Disseminate education, training and information programmes to communities Create Awareness on- ☐ Prevention ☐ Preparedness ☐ Response

	disseminated to relevant stakeholders. ☐ Initiatives related to an integrated awareness programmes by all spheres of government need to be recorded to minimise duplication and to ensure synergy among stakeholders	
Funding arrangements for disaster risk management in South Africa (Enabler 3)	☐ To provide a database that contains data relating to all funding matters. ☐ The funding mechanisms for different aspects of disaster risk management, budgets, applications for funding, approvals and spending, need to be recorded to ensure proper usage and management of available	**Inputs on funding requirements** ☐ All levels of Government ☐ All levels of Organized Stakeholders
Align and update of objectives and activities	☐ Review and update	☐ Align and review activities ☐ Align strategies

5. PRIORITY STRATEGIES & INTERVENTIONS

5.1 Introduction

To complete the plan it was deemed necessary to include a pro forma. Further research on this topic will be done in conjunction with Municipal Disaster Committee as well as Academics in the field of disaster risk management during the second phase.

5.2 Principles governing disaster risk management in the Municipal sector

Key principles applied in disaster risk management

The principles applied in managing municipal disasters are guided by the disaster risk management cycle model described in the National Disaster Risk Management Framework and seeks to do the following:

- Address important human needs;
- Be driven at all tiers of government;
- Be transparent and inclusive;
- Ensure community involvement;
- Accommodate local conditions;
- Have legitimacy;
- Be flexible and adaptable;
- Be efficient and effective;
- Be affordable and sustainable;
- Be needs oriented and prioritized;
- Involve other actors;
- Have a multi-disciplinary and integrated approach;
- Focus on key issues;
- Be practical;

Basic Elements of Disaster Risk Management

The following are the basic elements that will be followed:

- Disaster assistance must encourage and provide incentives water-dependent sectors or groups to adopt appropriate and efficient management practices that help to alleviate the effects of disasters especially drought.

- Disaster assistance must be provided in an equitable, consistent and predictable manner without regard to economic circumstances, industry or geographic region.

- Disaster assistance must be provided in the form of technical and relief measures, financially or otherwise.

- All disaster -relief agencies should co-ordinate their efforts to establish an accessible pool of knowledge and experience on disaster relief.

- Effective communication must be promoted amongst all parties concerned. It is of utmost importance that all parties involved are committed to co-operation and the promotion of confidence in each other.

- In cases of severe disaster conditions, prompt relief must be readily available and should be implemented with utmost speed and efficiency.

- Those at risk must know what to expect from government during disaster or other in order to be better prepared to manage risk.

- The commitment towards the conservation and protection of the natural resource base must be pursued with long-term and comprehensive conservation programmes.

- The creation of permanent structures (including infrastructure and human resources) capable of providing streamlined procedures and effective co-ordination, and to ensure continuity in the ongoing process of reducing vulnerability to recurrent disaster-related crises.

- The strengthening of rural community capacity through an education-, extension- and research scheme, thereby reducing their vulnerability to disasters especially drought, flooding and fire.

- Promotion of a general acceptance of a disaster management strategy for the agricultural sector so as to minimize resource degradation and the vulnerability of the sector to drought.

- Disaster management strategies should be co-coordinated amongst all sectors provincially and nationally. It is essential to co-ordinate individual actions, to be aware of each other's management strategies, and if possible strive towards a common disaster management strategy.

- The development and updating of procedures for the effective communication between all role-players, of information on the nature of available relief schemes and the procedures for the accessing thereof by all members of target communities

- The establishment and updating of sustainable systems through optimal resource utilization

- Improving the relevant household security conditions, creating capacity for self-reliance and ensuring access to effective relief rendering services must reduce the vulnerability of developing communities.

- Integrated information systems must be established on all levels ranging from communities to provincial and national structures. Effective management and co-ordination of information will ensure that probable disaster impacts are identified prior to the actual relief needs and that follow-up relief actions are monitored for adequacy.

- All necessary resources and support systems that can be used for disaster relief actions should be made available. The whereabouts and procedures of accessing these resources should be known to all the relevant relief organizations.

- Efficient communication and co-operation must be established between all the parties in the province to address disaster conditions. Relief actions in the municipality should be planned and co-coordinated in consultation with relief organizations in the municipality, district and province.

- Improving the relevant household security conditions, creating capacity for self-reliance and ensuring access to effective relief rendering services must reduce the vulnerability of developing communities.

- Existing infrastructure must be extended and reconstructed where needed, to enable utilization thereof for immediate relief actions. Procedures to access resources, activate operations and second personnel, must be specifically defined for disaster relief actions with emphasis given to the speed of implementation

THE MUNICIPAL DISASTER RISK MANAGEMENT FRAMEWORK

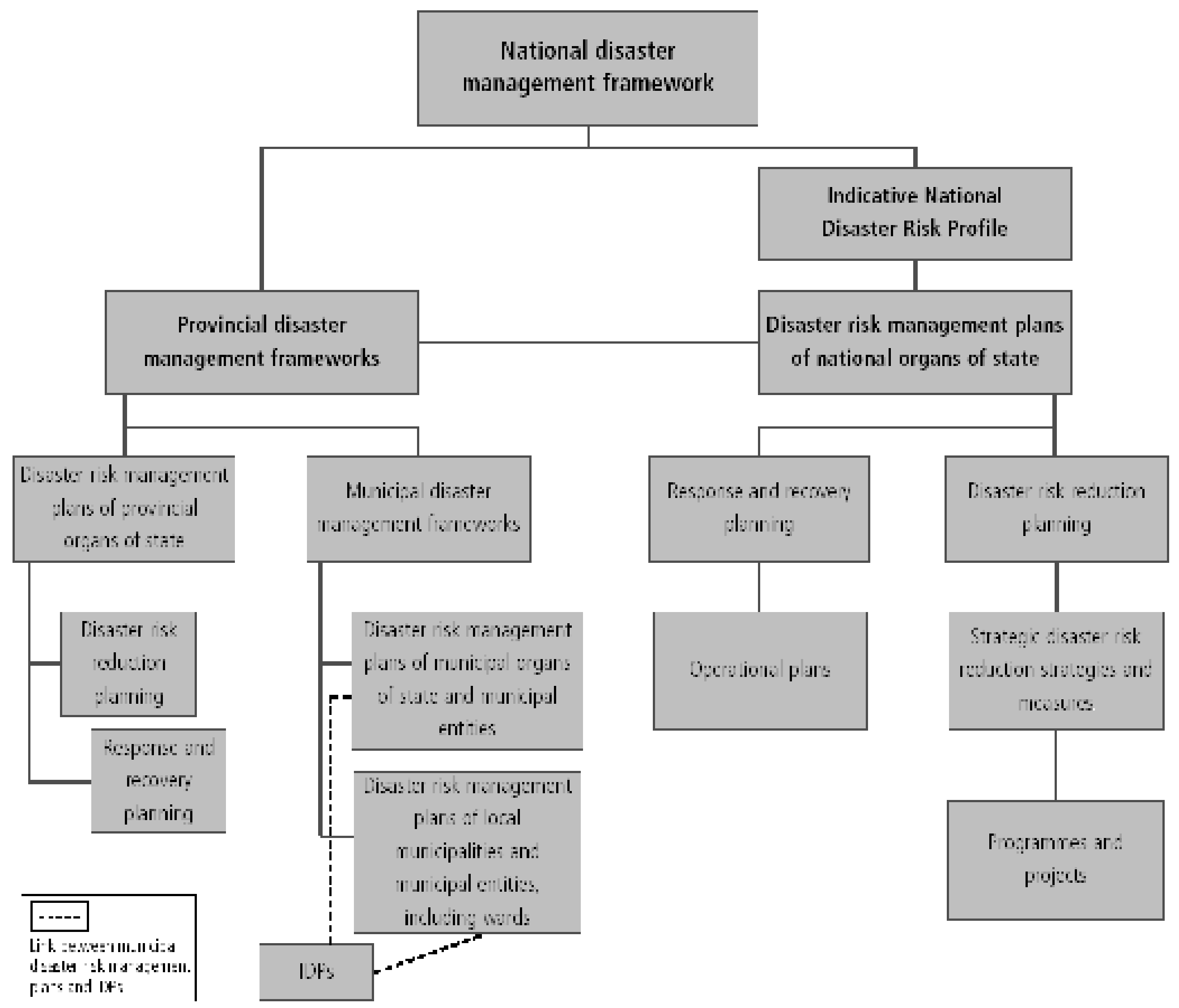


Figure 3.1: National, provincial and municipal disaster management frameworks and disaster management plans across the spheres of government

National disaster management framework
Indicative National Disaster Risk Profile
Provincial disaster management frameworks
Disaster risk management plans of national organs of state
Disaster risk management plans of provincial organs of state
Municipal disaster management frameworks
Response and recovery planning
Disaster risk reduction planning
Disaster risk reduction planning
Response and recovery planning
Disaster risk management plans of municipal organs of state and municipal entities
Disaster risk management plans of local municipalities and municipal entities, including wards
Operational plans
Strategic disaster risk reduction strategies and measures
Programmes and projects
IDPs

Link between municipal disaster risk management plans and IDPs

6. *Objectives of the MDRMF*

The Municipal Disaster Risk Management Framework as prescribed by the Disaster Management Act, 2002, drives the following Key Performance Areas (KPAs) and Enablers:

6.1 Key performance area 1: Institutional capacity for disaster risk management

6.1.1 Objective

Establish integrated institutional capacity within the municipal sphere to enable the effective implementation of disaster risk management policy and legislation.

Intergovernmental Committee on Disaster Management (ICDM)

The ICDM consists of the provincial district and municipal members involved in the management of disaster risk, or the administration of other national legislation aimed at dealing with an occurrence defined as a disaster in terms of section I of the Act. It includes members from the following departments.

Agriculture and Land Affairs
Defence
Education
Environmental Affairs and Tourism
Health
Home Affairs
Housing
Minerals and Energy
DLGTA
Public Works
Safety and Security
Social Development
Transport
Water Affairs and Forestry.

Municipal Disaster Management Centre (MDMC)

The MDMC is the principal functional unit for disaster risk management in the local sphere. In essence, the MDMC is responsible for guiding and developing frameworks for the municipality's disaster risk management policy.

Disaster Management Advisory Forums

Municipal Disaster Management Advisory Forum (MDMAF)

In terms of disaster risk reduction, the local sphere of government is the first line of defence and, in the event of a disaster occurring or threatening to occur; the communities are in reality the first responders. The primary responsibility for the co-ordination and management of local disasters rests with the local sphere. Thorough disaster risk management planning and effective co-ordination is key to saving lives and limit damage to property, infrastructure and the environment.

This forum is responsible for:

- Give advice and make recommendations on disaster-related issues and disaster risk Management.
- Contribute to disaster risk management planning and co-ordination.
- Establish joint standards of practice.
- Implement response management systems.
- Gather critical information about the municipality's capacity to assist in disasters and
- To access resources.
- Assist with public awareness, training and capacity building.

Objective

The primary purpose of the MDMAF is to provide a mechanism for relevant role players to
Consult one another and to co-ordinate their activities with regard to disaster risk management issues. The Forum must make recommendations concerning the Municipal Disaster Risk Management Framework

Representation

The representation:

- The Head of the Municipal Centre;
- A senior representative of each provincial department ;
- Representatives of other disaster management role-players may include –
  - Organized business;
  - The Chamber of Mines;
  - Organized labour;

- The insurance industry;
- Organized agriculture;
- Traditional leaders;
- Religious and welfare organizations;
- Medical, paramedical and hospital organizations;
- Organizations representing disaster management professions in South Africa;
- Other relevant non-governmental and international organizations and relief agencies;
- Statutory bodies regulating safety standards in particular industries;
- Institutions of higher education;
- Institutions that can provide scientific and technological advice or support to disaster management;
- Experts in disaster management designated by the Minister; and
- Persons co-opted by the Forum for a specific period or specific discussions.
- The Head of the Municipal Centre is the chairperson of the Forum.

Disaster risk management committees

The local municipality will establish the inter-departmental disaster risk management committees for their areas. In addition, the municipality will establish its own disaster risk management committees and ensure the establishment of disaster risk management committees or forums in all municipal wards.

.

Community participation

The community is at the coalface of disaster risk management. It is from the conditions of risk that exist in communities that all other disaster risk management activities evolve. It is in the community where all the operational activities related to disaster risk management take place. All disaster risk reduction planning, the development of projects and programmes and the allocation of responsibilities must be founded on the needs and priorities of communities. Disaster risk reduction is a community-driven process.

Participation of volunteers in disaster risk management

Every effort should be made to establish units of volunteers trained in special skills in communities at risk, in accordance with the national inclusive approach to the participation of volunteers in disaster risk management.

Arrangements for national and provincial co-operation for disaster risk management

Constitutionally, the Government bears primary responsibility for disaster risk management (Schedule 4, Part A, Constitution of the Republic of South Africa, Act No. 108 of 1996). However, political commitment, legal imperatives and institutional processes are not always sufficient to ensure success. An effective and comprehensive disaster risk management strategy cannot be achieved without participative decision making, involving a wide range of role players.

Disaster risk management is a shared responsibility, which must be fostered through partnerships between the various stakeholders and co-operative relationships between the different spheres of government, the private sector and civil society. Furthermore, disaster risk management is an intergovernmental process, with each sphere of government playing a unique role and performing a specific set of responsibilities in the process.

Co-operation between national, provincial and municipal spheres

- The ICDM provides the political mechanism for the application of the principle of cooperative governance, by bringing together political representatives from the three spheres of government.

- The NDMAF provides a further mechanism for co-operative governance by providing a forum for input, including technological and specialist input, by a wide range of stakeholders from, amongst others, civil society and the private sector.

Mutual assistance agreements

In accordance with the Act, national departments, provinces and municipalities must establish their level of capacity to deal with disaster risk reduction, response and recovery. Where necessary, and to strengthen this capacity, they must enter into mutual assistance agreements with their neighbours, the private sector, other organs of State and communities.

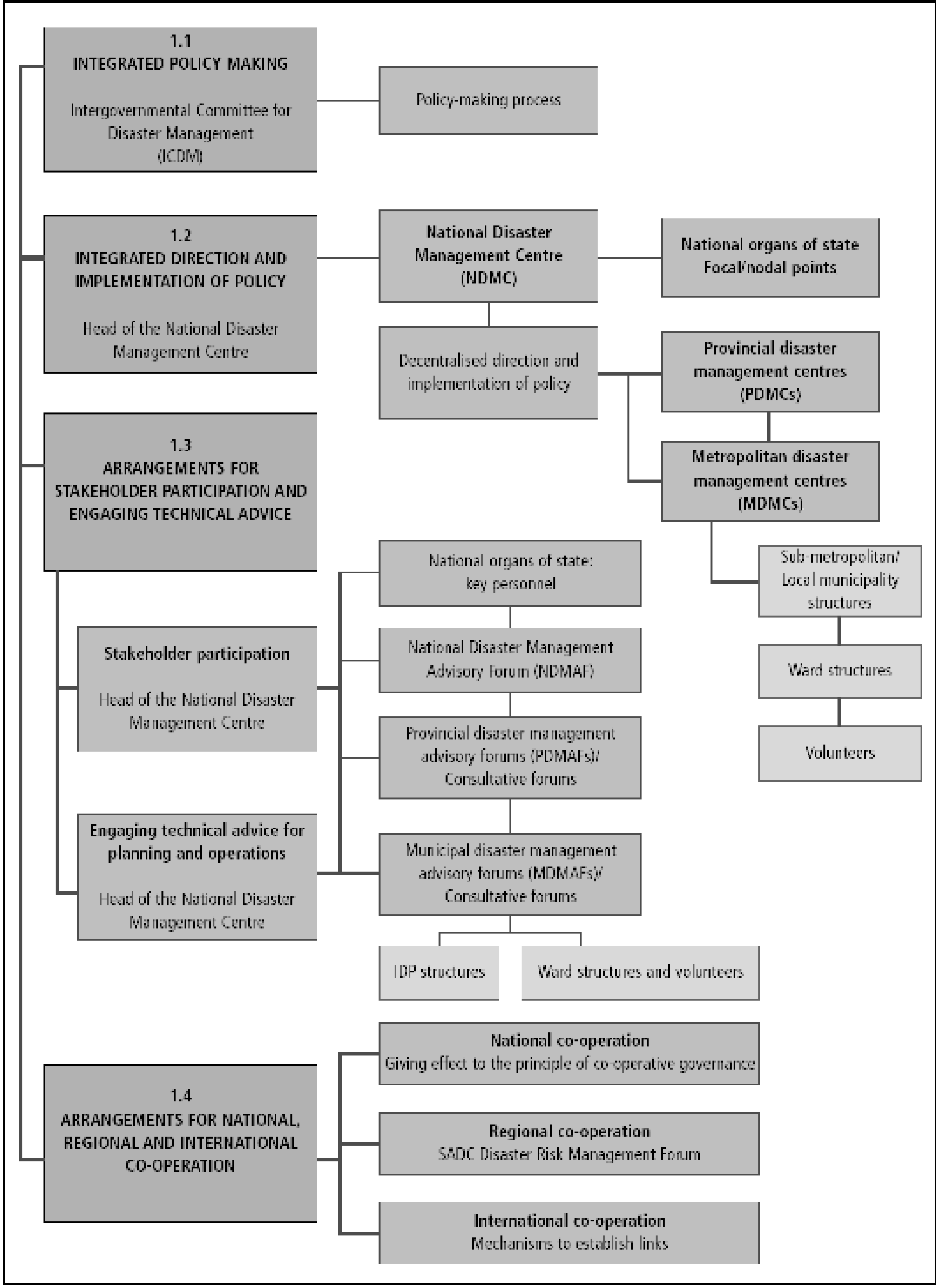
Provincial co-operation

As specified in the Act, provincial co-operation for the purpose of disaster risk management is essential, and the appropriate mechanisms must be initiated to establish a forum in which such co-operation can be achieved. Accordingly, a consultative process must be undertaken to establish a provincial forum for the purpose of disaster risk management co-operation in the province.

National co-operation

The local municipality supports and actively participates in the strategies and efforts of the national community to reduce disaster risk. It must associate itself with selected national development protocols, agendas and commitments.

Figure 1.1: Integrated institutional capacity for disaster risk management


1.1
INTEGRATED POLICY MAKING
Intergovernmental Committee for Disaster Management (ICDM)
Policy-making process
1.2
INTEGRATED DIRECTION AND IMPLEMENTATION OF POLICY
Head of the National Disaster Management Centre
National Disaster Management Centre (NDMC)
National organs of state Focal/nodal points
Decentralised direction and implementation of policy
Provincial disaster management centres (PDMCs)
Metropolitan disaster management centres (MDMCs)
Sub-metropolitan/ Local municipality structures
Ward structures
Volunteers
1.3
ARRANGEMENTS FOR STAKEHOLDER PARTICIPATION AND ENGAGING TECHNICAL ADVICE
Stakeholder participation
Head of the National Disaster Management Centre
Engaging technical advice for planning and operations
Head of the National Disaster Management Centre
National organs of state: key personnel
National Disaster Management Advisory Forum (NDMAF)
Provincial disaster management advisory forums (PDMAFs)/ Consultative forums
Municipal disaster management advisory forums (MDMAFs)/ Consultative forums
IDP structures
Ward structures and volunteers
1.4
ARRANGEMENTS FOR NATIONAL, REGIONAL AND INTERNATIONAL CO-OPERATION
National co-operation
Giving effect to the principle of co-operative governance
Regional co-operation
SADC Disaster Risk Management Forum
International co-operation
Mechanisms to establish links

6.2 Key Performance Area 2: Disaster Risk Assessment

6.2.1 Objective

To establish a uniform approach to assess and monitor disaster risks that will inform disaster risk management planning and disaster risk reduction undertaken by organs of State and other role players.

Disaster risk assessment and risk reduction planning

Disaster risk assessment is the first step in planning an effective disaster risk reduction programme. It examines the likelihood and outcomes of expected disaster events. This would include investigating related hazards and conditions of vulnerability that increase the chances of loss. Disaster risk assessment planning also requires identification of key stakeholders, as well as consultation with them about the design and/or implementation of the assessment and the interpretation of the findings.

Situations requiring a disaster risk assessment

Disaster risk assessments must be undertaken to:

- Anticipate and plan for known hazards or disasters to prevent losses and limit endangering impacts.
- Ensure that development initiatives maximize their vulnerability reduction outcomes.

Undertaking a disaster risk assessment

The general process for assessing disaster risk involves the following stages, namely:

Stage 1: Identify the specific disaster risk(s)

- Identify and describe the hazard with respect to its frequency, magnitude, and speed of onset, affected area and duration.
- Describe and quantify vulnerability to determine susceptibilities and capacities.
- Estimate the likely losses resulting from the action of the hazard on those that are vulnerable, to evaluate likely consequences or impacts.
- Identify relevant capacities, methods and resources already available to manage the risk. Assess the effectiveness of these, as well as gaps, inconsistencies and inefficiencies in government departments and other relevant agencies.

Stage 2: Analyze the disaster risk(s)

- Estimate the level of risk associated with a specific threat or hazard to determine whether the resulting risk is a priority or not.

Stage 3: Evaluate the disaster risk(s)

- This stage involves the further prioritisation of disaster risks when there are multiple threats or hazards to assess.

Stage 4: Monitor disaster risk reduction initiatives and update and disseminate disaster risk assessment information

- This stage involves ongoing monitoring to measure the effectiveness of disaster risk reduction initiatives, identify changing patterns and new developments in risk profiles, and update and disseminate information for the purpose of disaster risk management planning.

Link with disaster risk management planning

The finding of stages 1 and 2 directly informs the development of a Level 1 Disaster Risk management Plan (the first level of the planning process), as well as components of a Level 3 Disaster Risk Management Plan, by identifying:

- Known priority risks for the purpose of contingency planning.
- Priorities for vulnerability reduction planning.
- High-risk areas, communities and households exposed to multiple risks, and high-risk developments requiring further evaluation and prioritisation through focused comprehensive disaster risk assessments. (The outcomes of Stage 3 will directly inform the development of a Level 2 Disaster Risk Management Plan as well as components of a Level 3 Disaster Risk Management Plan. The results of Stage 4 will inform the development of a Level 3 Disaster Risk Management plan). (Note: Levels of Disaster Risk Management Plans to be discussed under KPA 3.)

Community - based disaster risk assessment

In accordance with the Act's intent to increase local capacity so as to minimise the risk and impact of disasters, disaster risk assessment efforts must actively include the participation of vulnerable communities and households, including physically isolated communities and female headed and child-led households.

Monitoring, updating and disseminating disaster risk information

Just like other risks, disaster risks are not static. They change seasonally and over time. To recognize such changes, and to strategically adjust programmes accordingly, all government departments are required to have monitoring systems in place that are relevant to their specific functional responsibilities. These systems form the basis for sounding timely warnings of, or alerts for, impending significant events or disasters. They are also essential for monitoring the effectiveness of ongoing disaster risk reduction efforts. Risk monitoring systems involve:

- Hazard tracking systems to monitor the physical phenomena that can trigger disaster events, for example, systems that track the seasonal build-up of grass fuels over large areas provide critical warning information on potential veld fire conditions.

- Vulnerability monitoring systems to track the ability of areas, communities, households, critical services and natural environments to resist and withstand external threats.
- Disaster event tracking systems monitoring changing patterns in disaster risk.

6.3 Key Performance Area 3: Disaster Risk Reduction

6.3.1 Objective

To ensure all disaster risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved frameworks. The successful implementation of the Act critically depends on the preparation and alignment of disaster management frameworks and plans.

Disaster risk management planning

The MDMC must ensure that all institutional role players undertake coherent and relevant disaster risk management planning.

Disaster management framework and disaster risk management plan

The Disaster management framework and disaster risk management plan are the strategic mechanisms through which disaster risk management action is co-coordinated and integrated across all spheres.

Level 1: Disaster Risk Management Plan

A Level 1 The disaster Risk Management Plan focuses primarily on establishing institutional arrangements for disaster risk management.

Level 2: Disaster Risk Management Plan

A Level 2 Disaster Risk Management Plan applies to national, provincial and municipal organs of State that have established the institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.

Level 3: Disaster Risk Management Plan

A Level 3 Disaster Risk Management Plan applies to national, provincial and municipal organs of States that have established both the level 1 and level 2 disaster risk management plans. The level 3 plan must specify clear institutional arrangements for co-coordinating and aligning the plan with other governmental initiatives and plans of institutional role players. It must also show evidence of informed disaster risk assessment and ongoing disaster risk monitoring capabilities, as well as relevant developmental measures that reduce the vulnerability of disaster prone areas, communities and households.

Strategic integrating role of disaster management centre

The national, provincial and municipal disaster management centres play important strategic roles in integrating disaster management frameworks, plans and actions between the three spheres of government and across sectors and other role players within spheres.

Setting priorities for disaster risk management planning

Effective disaster risk management planning by all bodies of State as well as other role players requires careful identification of priority disaster risks and the most vulnerable areas, communities and households to these risks.

Identifying municipal priority disaster risks

Municipal disaster priority setting is informed by three important considerations:

- The expected magnitude for specific disaster types (variously referred to as ‘impact’,
- 'severity' or 'consequences' of a disaster).
- The expected frequency of specific types of disasters (variously referred to as 'the probability' or 'likelihood' of a disaster).
- The expected manageability of specific types of disaster at the municipal level (which refers to 'how difficult' it is to manage a disaster event, including the level of cross-sectoral management effort involved to reduce the risk).

Identifying the most vulnerable areas, communities and households

Not all areas, communities and households face the same disaster risks. In undertaking disaster Risk management planning, priority will be placed on those areas, communities and households that are exposed to natural or other threats, and have the least capacity to resist and recover from the resulting impacts. These are called at -risk areas, communities or households.

Priorities for focusing disaster risk protection efforts

For disaster risk management planning purposes, the municipality will in accordance to its functional area or area of jurisdiction, give priority to protecting:

- Strategic infrastructure or lifeline services whose damage or disruption in disaster events would result in serious and widespread consequences.
- Critical economic, commercial, agricultural and industrial zones or sites whose damage or disruption would have serious and widespread consequences.
- Fragile natural ecosystems and environmental assets that offer protective environmental services and which, if damaged or destroyed in a disaster event, would result in serious natural and economic losses.

- Communities in areas exposed to extreme weather and/or other natural and technological hazards and which are therefore likely to sustain serious human and property losses in the event of a disaster.

- Poor and underserved rural and urban communities, including informal settlements, especially those located in fragile ecological areas, which sustain repeated losses from recurrent small, medium, and large disaster events and that lack insurance coverage to facilitate recovery.
- Highly vulnerable households in at-risk areas with limited capacity to resist or recover from external shocks, particularly child-headed households or those headed by the elderly or households affected by chronic illness.(Note: Where possible, this process must take place in consultation with those most at risk).

Strategic planning: disaster risk reduction

In keeping with the Act's emphasis on vulnerability reduction and the use of national best practice in this regard, strategic planning will focus efforts on reducing disaster risks. This includes the identification of strategies and measures that lessen the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability, as well as those that increase capacity to prepare for and enable timely response and recovery.

Disaster risk management involves a wide range of role players, especially since it requires both developmental efforts that reduce the risk of disasters as well as strengthen capabilities for preparedness, response and recovery. In this context, the disaster risk management plans of different organs of State will necessarily differ in their emphasis on disaster risk reduction or on more operational response issues, depending on their respective functional areas.

Core disaster risk reduction principles of disaster prevention and mitigation

All disaster risk management plans will give explicit priority to the core principles of disaster prevention and mitigation. Nationally, disaster prevention, mitigation and preparedness are referred to as disaster risk reduction measures, because they lessen the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability. In this way, prevention and mitigation are central to achieving the goal of disaster risk reduction, in which vulnerabilities and disaster risks are reduced and sustainable development opportunities strengthened. It is often difficult to decide whether an intervention is preventive or mitigating. For this reason, it is more practical to refer to them jointly as disaster risk reduction measures, because both minimise the risk of disasters.

Disaster prevention

Disaster prevention refers to actions that provide 'outright avoidance' of the adverse impact of hazards and related environmental, technological and biological disasters. Many disasters can be prevented through effective land-use planning, basic public works and effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions. Examples will include:

- Replanting indigenous grasses or trees on a recently burned slope near roads or dwellings to stabilize the soil and prevent damaging land subsidence.
- Locating critical rail, road and telecommunications structures behind a coastal 'setback' line in areas exposed to storm surges to prevent disruption to critical services during violent summer or winter storms.
- Careful positioning of storm-water drainage and its ongoing maintenance, along with protection of natural wetlands, to prevent destructive flooding during heavy rain.

Disaster mitigation

Disaster mitigation refers to structural and non-structural measures that are undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities and households. These efforts will target the hazard or threat itself (for example, a fire break that stops a fire spreading close to residential areas). This is often referred to as 'structural mitigation', since it requires infrastructure or engineering measures to keep the hazard away from those at risk. Disaster mitigation efforts will also target people who are at risk, by reducing their vulnerability to a specific threat (for instance, promoting community responsibility for controlling fire risk in an informal settlement). This is often called 'non-structural mitigation', as it promotes risk avoidance behaviors and attitudes.

Operational planning: preparedness, response and recovery

The Disaster risk management plan will also incorporate elements of preparedness, response and recovery appropriate to the respective functional areas of different organs of state.

Preparedness

Preparedness contributes to disaster risk reduction through measures taken in advance to warnings, including the timely and temporary evacuation of people and property from threatened locations. Preparedness enables the municipality, organs of State and other institutions involved in disaster risk management, the private sector, communities and individuals to mobilise, organise, and provide relief measures to deal with an impending or occurring disaster, or the effects of a disaster. Preparedness differs from prevention and mitigation as it focuses on activities and measures taken in advance of a specific threat or disaster.

Preparedness actions include:

- Planning for seasonal threats, such as heavy rainfall, flooding, strong winds, veld or rural fires, and communicable disease outbreaks.
- Anticipating and planning for the potential dangers associated with large concentrations of people at sporting, entertainment or other events.
- Establishing clear information dissemination processes to alert at -risk communities of an impending seasonal threat, such as a potential outbreak of cholera during the rainy season.
- Specifying evacuation procedures, routes and sites in advance of expected emergencies, including the evacuation of schools in areas exposed to flash floods.
- Defining in advance clear communication processes and protocols for different emergency situations, including the dissemination of an early warning for an impending extreme weather threat to isolated or remote communities.(Note: These actions are key components of the contingency plans that should be developed for specific threats as part of a municipal disaster risk management plan).

Disaster response

Disaster response refers to the provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people and animals affected. It can be of an immediate, short-term or protracted duration. (See KPA 4.)

Disaster recovery

Disaster recovery (including rehabilitation and reconstruction), focuses on the decisions and actions taken after a disaster to restore lives and livelihoods, services, infrastructures and the natural environment. In addition, developing and applying disaster risk reduction measures at the same time reduce the likelihood of a repeated disaster event.

Disaster recovery includes:

- Rehabilitation of the affected areas, communities and households.
- Reconstruction of damaged and destroyed infrastructure.
- Recovery of losses sustained during the disaster event, combined with the development of increased resistance to future similar occurrences. (Note: Disaster recovery initiatives present excellent opportunities to incorporate disaster risk reduction actions. Following a disaster event, there are usually high levels of awareness about the risk factors that increased its impact. These present opportunities to introduce disaster risk reduction efforts consultatively with the affected communities and key stakeholders in order to reduce the likelihood of future loss). (See KPA 4.)

Eight key planning points for disaster risk reduction projects or programmes

There are eight key planning points or requirements that must be applied and documented when planning disaster risk reduction initiatives. These enhance the established principles and approaches detailed in existing guidelines for integrated development planning.

- **Planning point 1**: Use disaster risk assessment findings to focus planning efforts.

- **Planning point 2:** Establish an informed multidisciplinary team with capacity to address the disaster risk and identify a primary entity to facilitate the initiative.

- **Planning point 3:** Actively involve communities or groups at risk.

- **Planning point 4:** Address multiple vulnerabilities wherever possible.

- **Planning point 5:** Plan for changing risk conditions and uncertainty, including the effects of climate variability.

- **Planning point 6:** Apply the precautionary principle to avoid inadvertently increasing disaster risks.

- **Planning point 7:** Avoid unintended consequences that undermine risk-avoidance behavior and ownership of disaster risks.

- **Planning point 8:** Establish clear goals and targets for disaster risk reduction initiatives, and link monitoring and evaluation criteria to initial disaster risk assessment findings

Research

Disaster risk reduction initiatives will be preceded by transparent research and careful planning and will provide evidence of the relevance or likely effectiveness of the planned intervention(s). (See Enabler 2.)

Monitoring effectiveness and disseminating results

As part of the annual reporting requirements specified in the Act, the municipal disaster management centre will include documented accounts of the disaster risk, reduction projects, programmes and initiatives planned and implemented, including those aimed at reducing vulnerability and loss for defined priority disaster risks.

Integration of disaster risk reduction with spatial development planning

Disaster risk is driven by both hazard and vulnerability factors reflected in spatial development frameworks.

Incorporation of disaster risk reduction planning into integrated development planning

As disaster risk reduction efforts are medium- to long-term multi-sectoral efforts focused on vulnerability reduction, they will be incorporated into ongoing IDP projects, processes, programmes and structures.

Risk - avoidance enforcement mechanisms

Critical components of effective disaster risk reduction are regulations, standards, by-laws and other legal enforcement instruments that discourage risk-promotive behavior and minimise the potential for loss. The municipality will assess the disaster risk management component of their existing policies, regulations, by-laws and other relevant legal instruments for their functional areas, and introduce measures to ensure alignment with the requirements specified in the Act. This will involve:

- Amendment of urban planning standards.

- Amendment of land-use regulations and zoning.

- Amendment of minimum standards for environmental impact assessments.

- Introduction of standards for 'risk-proofing' lifeline services and critical facilities from known priority disaster risks.

- Introduction of by-laws to implement extraordinary measures to prevent an escalation of a disaster or to minimise its effects. **Implementation and monitoring of disaster risk reduction programmes and initiatives**

Effective implementation of disaster risk reduction programmes:

The eight planning points outlined above will also be applied when implementing disaster risk reduction programmes and initiatives. The monitoring processes and evaluations for disaster risk reduction initiatives specifically targeted communities at risk and must include both qualitative and quantitative vulnerability reduction outcomes. In addition, projects will demonstrate close compliance with the goals, objectives, timeframes and resource requirements identified in the planning process. Mechanisms must also be established to allow for project adaptation and adjustment for unforeseen conditions and opportunities. The Municipal disaster management centre will include in the annual report documented accounts of the disaster risk reduction projects, programmes and initiatives planned and implemented. This include reports documenting the effectiveness of disaster risk reduction pilot projects and research initiatives, as well as initiatives that aim to reduce vulnerability and loss for defined priority disaster risks.

Measurable reductions in short-, medium - and large - scale disaster losses

The Act specifies that national, provincial and municipal disaster management centres must incorporate in their respective annual reports, as well as in a disaster management information system, a report on disaster risk reduction initiatives undertaken. They are also required to report on any disasters that occurred within their specific areas of jurisdiction. In this context the municipal disaster management centre will report on the frequency and severity of small-, medium- and large-scale disaster events, especially those in communities and areas identified as high risk through disaster risk assessment processes. Significant changes in frequency and severity, type or location of occurrences must also be reported, including systematic accounts of recorded losses. (Note: Liaison with communities to be observed.)

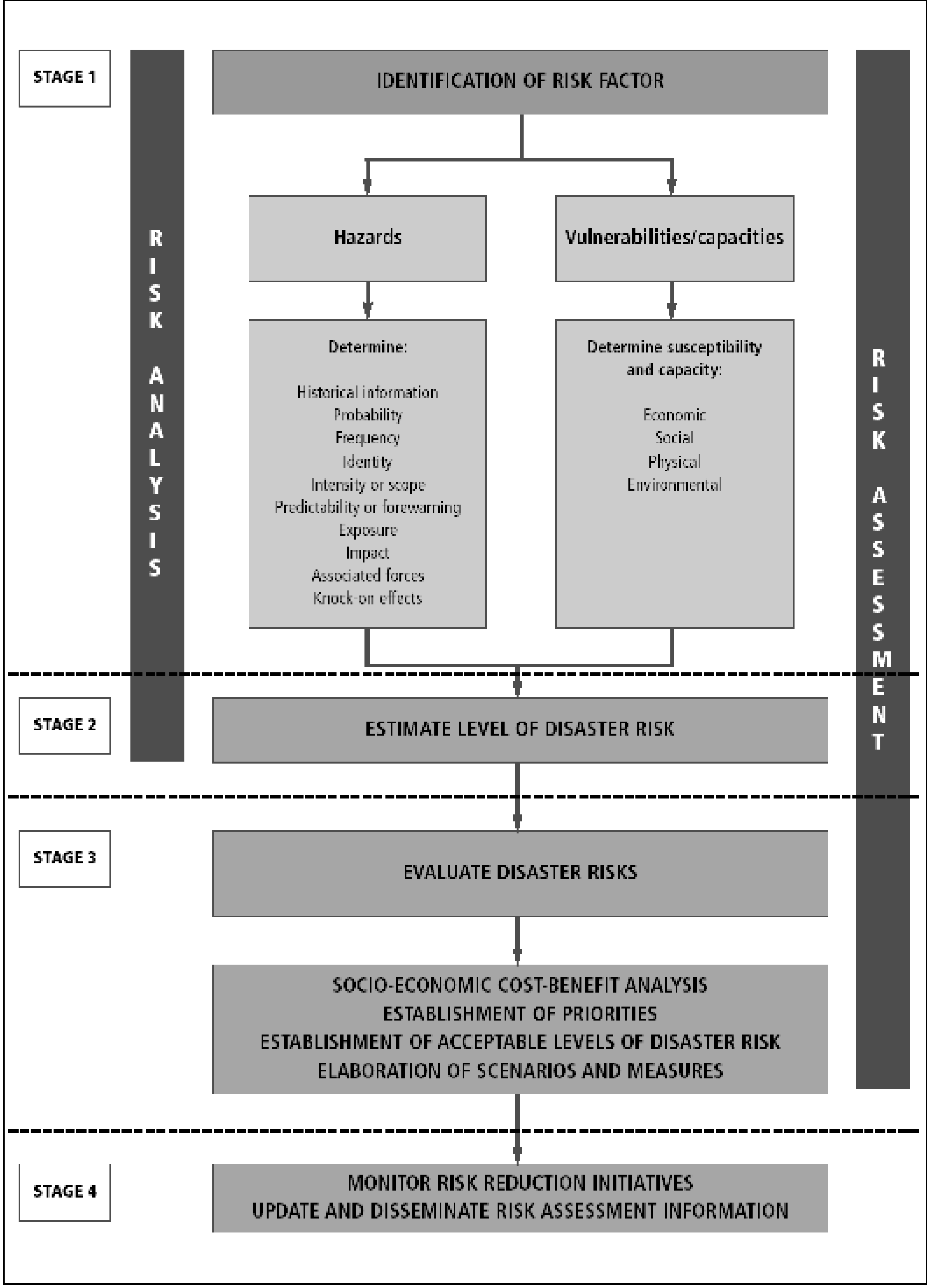
Reduced need for social relief in disaster-prone and economically vulnerable communities

While effective social relief is an important component of disaster response and recovery, the Act explicitly gives priority to vulnerability reduction in disaster -prone areas, communities and households. Annual reports generated by the national Department of Social Development and its provincial counterparts must include an account of the number of households receiving social relief assistance. This information must be further differentiated by location, date, disaster type and amount provided. An important benchmark for monitoring the effectiveness of disaster risk reduction initiatives in the most vulnerable communities will be changing demands for social relief assistance.

Generation and dissemination of case studies and best-practice guides in disaster risk reduction

The promotion of a 'culture of prevention' is practically enabled by access to examples of best practice in disaster risk reduction. In addition to the adoption of measures outlining training and capacity-building strategy, mechanisms for disseminating information on best practice in disaster risk reduction. This includes the development of learning materials and support guides for different risk scenarios and contexts. (See Enabler 2)

Figure 2.1: The basic stages of a disaster risk assessment


STAGE 1
RISK ANALYSIS
IDENTIFICATION OF RISK FACTOR
Hazards
Vulnerabilities/capacities
Determine:
Historical information
Probability
Frequency
Identity
Intensity or scope
Predictability or forewarning
Exposure
Impact
Associated forces
Knock-on effects
Determine susceptibility and capacity:
Economic
Social
Physical
Environmental
RISK ASSESSMENT
STAGE 2
ESTIMATE LEVEL OF DISASTER RISK
STAGE 3
EVALUATE DISASTER RISKS
SOCIO-ECONOMIC COST-BENEFIT ANALYSIS
ESTABLISHMENT OF PRIORITIES
ESTABLISHMENT OF ACCEPTABLE LEVELS OF DISASTER RISK
ELABORATION OF SCENARIOS AND MEASURES
STAGE 4
MONITOR RISK REDUCTION INITIATIVES
UPDATE AND DISSEMINATE RISK ASSESSMENT INFORMATION

6.4 Key Performance Area 4: Response and Recovery

6.4.1 Objective

To ensure effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings.
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services.
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur.
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

Early warnings

Early warnings are designed to alert areas, communities, households and individuals to an impending or imminent significant event or disaster so that they can take the necessary steps to avoid or reduce the risk and prepare for an effective response.

Assessment, classification, declaration and review of a disaster

When significant events or disasters occur or are threatening to occur, clear guidelines for the measures that have to be taken need to be established. Organs of State are in terms of section 25 of the Disaster Management Act, 2002, tasked with primary responsibility for dealing with disasters as a result of a particular hazard or significant event. To ensure immediate and appropriate response and relief actions the municipality will prepare operational guidelines for initial assessments, the extent of the area affected and the damage to critical infrastructure, lifeline facilities, property and the environment.

Disaster reviews and reports

Comprehensive reviews will be conducted routinely after all significant events and events classified as disasters. The findings will directly influence the review and updating of disaster risk management plans and will also serve as valuable training aids.

Integrated response and recovery

Co-ordination of response and recovery efforts

Responsibility for co -coordinating response to specific known rapid- and slow-onset significant events and disasters must be allocated to specific role players. For example:

- Flood response and recovery efforts would involve the combined efforts of many stakeholders, but the primary responsibility must be allocated to a specific stake holder with other stakeholder other stakeholders assuming supportive responsibilities. In the case of riverine floods, for example, the Department of Water Affairs and Forestry will bear primary responsibility. In the case of drought, the Department of Agriculture will be the primary agency, and in the case of extreme weather events, the NDMC could assume primary responsibility.

Resources

Mechanisms for the activation and mobilisation of additional resources for response and recovery measures must be clearly set out in operational plans.

Volunteers

Mechanisms for the deployment of volunteers will be outlined in operational plans.

Municipal standard response management system

Each agency identified in the response management system must establish Standard Operating Protocols or procedures (SOPs) for co-coordinating response and recovery operations, and for ensuring government/business continuity. The SOPs must be consistent with the requirements of relevant legislation, regulations and standards. The response management system must include common terminology for the identification of stakeholders responsible for direction, control and co-ordination of an event at the operational, tactical and strategic level, as well as for the title used for each level. For example, the tactical level (field operations), from where the event is being co-ordinated could be referred to as the Joint Operations Centre (JOC). Where strategic intervention is also required, for example in the case of a significant event, the head of the disaster management centre will be responsible for activating the Disaster Operations Centre (DOC) located in the centre of the relevant sphere. (Note: The involvement of organised agriculture at all levels of the integrated institutional capacity for disaster risk management is of vital importance.)

The system must take into account conditions in the province of KZN where frequent significant events occurring on a daily basis require extraordinary measures, but do not necessarily justify the declaration of a local state of disaster. The system must provide for a mechanism to track escalation of incidents and facilitate the reporting of 'trigger' indicators. 'Trigger' indicators must be clearly identified and must be reported to the disaster management centres in the various spheres. Examples include the routine reporting of all veld and forest fire incidents to the disaster management centre when fire danger rating indices are at certain levels, or the reporting of all incidents that require a predetermined level of response.

Emergency communication system

In view of the critical role of inter-agency communication in the management of incidents, significant events and disasters, the MDMC will give priority attention to the development of an emergency communication system for this purpose. (See Enabler 1)

Media relations

Responsibilities and protocols for media liaison, including press releases and media interviews, in the event of a national disaster occurring or threatening to occur, will be determined by the MDMC.

Regulations and directives for response and recovery Operations

The MDMC will ensure the development of regulations and directives to standardize and regulate the practice and management of response and recovery operations.

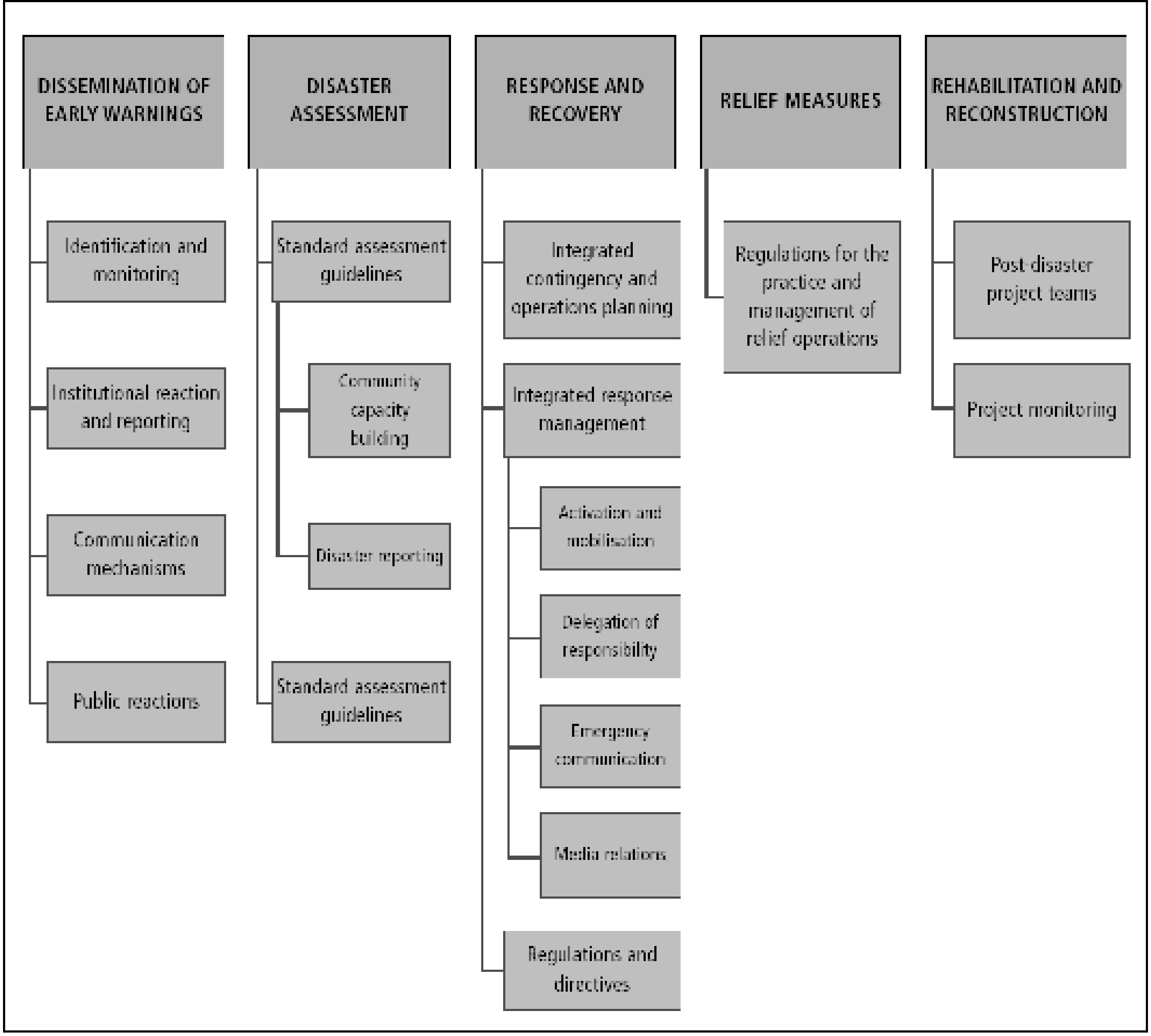
Regulation of relief measures

Relief operations following significant events and/or events classified as disasters will be coordinated and relief assistance and donations equitably distributed.

Rehabilitation and reconstruction

In order to ensure a holistic approach to rehabilitation and reconstruction in the aftermath of a significant event or disaster, the organ of State tasked with primary responsibility for a known hazard, will facilitate the establishment of project teams for this purpose. Checks and balances must be affected to ensure that projects and programmes maintain a developmental focus. Project teams established for this purpose will determine their own terms of reference and key performance indicators and will report on progress to the MDMC.

Figure 4.1: Disaster response and recovery


DISSEMINATION OF EARLY WARNINGS
Identification and monitoring
Institutional reaction and reporting
Communication mechanisms
Public reactions
DISASTER ASSESSMENT
Standard assessment guidelines
Community capacity building
Disaster reporting
Standard assessment guidelines
RESPONSE AND RECOVERY
Integrated contingency and operations planning
Integrated response management
Activation and mobilisation
Delegation of responsibility
Emergency communication
Media relations
Regulations and directives
RELIEF MEASURES
Regulations for the practice and management of relief operations
REHABILITATION AND RECONSTRUCTION
Post disaster project teams
Project monitoring

6.5 Enabler 1: Information Management and Communication

6.5.1 Objective

To guide the development of a comprehensive information management and communication system and establish integrated communication links with all disaster risk management role players. It requires systems and processes that will:

- Provide an institutional resource database, including a reporting and performance measurement facility.
- Facilitate information exchange between primary interest groups.
- Facilitate risk analysis, disaster risk assessment, mapping, monitoring and tracking.
- Guide and inform focused risk management, development planning and decision-making.
- Facilitate timely dissemination of early warnings, public awareness and preparedness, especially for at-risk people, households, communities, areas and developments.
- Enable timely and appropriate decision making to ensure rapid and effective response and recovery operations.
- Facilitate integrated and co-ordinated multi-agency response management.
- Record and track real-time disaster response and recovery information.
- Facilitate education, training and research in disaster risk management.
- Facilitate funding and financial management for the purpose of disaster risk management.

6.6 Enabler 2: Education, training, public awareness and research

6.6.1 Objective

To support the education, training, public awareness and research enabler, the following functionalities are required:

- Education and training programmes pertaining to disaster risk management in all spheres of the education system need to be recorded and monitored.
- The content of education and training programmes as well as records of participants (professionals, volunteers, communities, learners), and the education and training programmes they attended must be recorded.

- A register and records need to be kept of all accredited service providers as well as accredited facilitators to ensure that minimum standards set by Sector Education and Training Authorities (SETA's) are met.
- Research programmes and projects need to be registered and monitored and the information disseminated to relevant stakeholders.
- Initiatives related to an integrated awareness programme by all spheres of government need to be recorded to minimise duplication and to ensure synergy among stakeholders.

6.7 Enabler 3: Funding arrangements for disaster risk management

6.7.1 Objective

To provide a database that contains data relating to all funding matters. The funding mechanisms for different aspects of disaster risk management, budgets, applications for funding, approvals and spending, need to be recorded to ensure proper usage and management of available funding.(Note: It is important to look at the activities provided for under this enabler where all spheres of Government must adhere to the funding arrangements for their own organs. These will include the following costs:

- Development of plans,
- The sensitization of all concerned and the review of plans;
- Dissemination, coordination and implementation of early warning systems and issuing of advisories;
- Awareness campaigns and education; and
- Research initiatives.

The municipality will provide for disaster in their annual budget or Medium Term Expenditure Framework projections. If the disaster is of such a magnitude that a provincial municipality cannot handle it, assistance may be requested from the NDCM. The latter will then approach National Treasury for post-disaster recovery and rehabilitation. Funding will ultimately depend on the approval of assistance schemes).

7. INSTITUTIONAL ARRANGEMENTS

Composition, Key Functions & Constitution

Objective

The key and major objective of this process is to primarily establish integrated institutional capacity within the local municipality in order to enable the effective implementation of the disaster management risk management framework.

7.1 Municipal Disaster Management Advisory Forum

In Terms of the disaster risk reduction the local sphere of government is the first in line of defence and in the event of a disaster occurring or threatening to occur the communities are in reality the first respondents. The primary responsibility for co-ordination and management of the local disaster rests with the local sphere of Government. Thorough disaster risk management planning and effective co-ordination is key to saving lives, limiting the possible damages to property and infrastructure as well as the environment

Key Functions and responsibilities

- Give advice and make recommendations on the disaster related issues and disaster risk management
- Contribute to disaster risk management planning and co-ordination
- Technological and specialist input
- Establish joint standards of practice
- Implement response management systems
- Gather critical information about the municipality's capacity to assist in Disasters and access to resources
- Assist with public awareness, training and capacity building and training.

Constitution

The ICDM consists of members of various sector departments who in one way or another are involved in the management of the disaster risk. It includes members or representatives from the following sector departments:

- Head of the municipal disaster management centre

- Senior representatives of each of the following provincial departments designated by the manager of the department concerned:
    - Agriculture and Land Affairs
    - Defence
    - Education
    - Environmental Affairs & tourism
    - Foreign Affairs
    - Health
    - Home Affairs
    - Housing and Human settlement
    - Minerals & Energy
    - Cooperative Governance and Traditional Affairs
    - Public Works
    - Safety & Security
    - Social Development
    - Transport
    - Water Affairs & Forestry
    - Eskom
    - Telkom
- Head of the District Disaster Management Centre
- Representatives of organised local government in the Province
- Head or representative of the Provincial Disaster Management Centre
- Representative from organised business
- Representative from organised agriculture
- Representative from organised Traditional leaders
- Representative from organised religious organisations
- Representative from organised welfare organisations dealing directly with disaster related matters.

7.2 *Disaster Risk Management Committee*

The local municipality will establish the internal disaster risk management committee as well as to ensure the establishment of the disaster management committees in all wards.

Key functions and responsibilities

Constitution

The disaster risk management committee shall consist of the administration and political structure that are in one way or another directly or indirectly involved in the management of disaster risk. Those members will include members from the following departments:

- Head of the municipal disaster management center
- Health
- Fire & Protection Service
- Social & Community Service
- Planning & Development
- Environmental Health
- Engineering Services.
- Chairperson of the respective portfolio committees
- Municipal Manager

7.3 *Municipal Disaster Management Centre*

The MDMC and the DDMC are the principal functional units for disaster managements in the Local sphere. In essence the MDMC & DDMC are responsible for guiding and developing the framework for the municipal disaster risk management framework and policy as well as the facilitating, monitoring and implementation of the disaster risk management activities.

7.4 Community Participation

The community is at the coalface of disaster risk management. It is from the conditions or risks that exist that all other disaster risk management activities evolve. It is in the community where all the operational activities related to disaster risk management take place. All disaster risk reduction, planning and development of projects and programmes including the allocation of responsibilities must be founded on the needs and priorities of communities. It is therefore important to note that disaster risk reduction is a community process. An effective and comprehensive disaster risk management strategy cannot be achieved outside participative discussions involving a wide range of role players. DRM is a shared responsibility, which must be fostered through ongoing partnership and co-operation between the various role players and the community.

7.5 Participation of Volunteers in DRM

In terms of the Disaster Management act no 57 of 2002, every effort should be made to establish units of volunteers trained in special skills in communities at risks based on the disaster hazards prevalent in those respective communities. This process must be undertaken in accordance with a national inclusive approach to the participation of volunteers in disaster risk management.

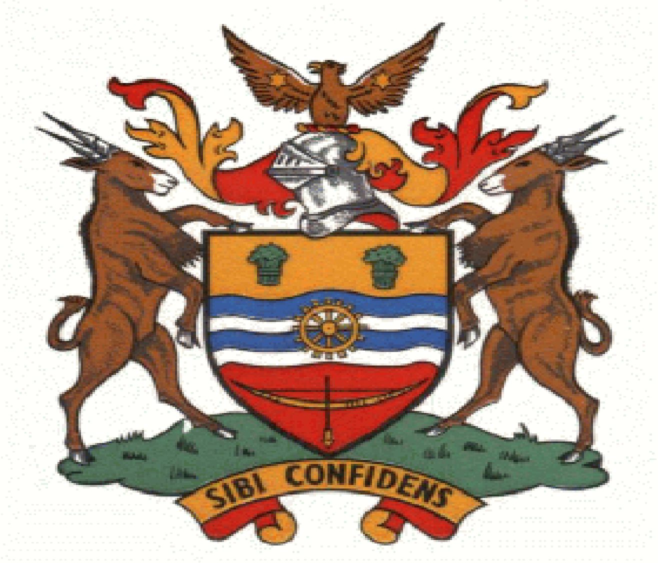
7.6 Mutual Assistance Agreements (ANNEXURE 1)

Sections of the Disaster Management Act 57 of 2002 states that the various spheres must establish their level of capacity to deal with disaster risk reduction, response and recovery. In an effort to strengthen the municipal capacity to adequately deal with risk reduction response and recovery the municipality will enter into mutual assistance agreements with their neighbouring municipalities, the private sector, other organs of state and communities. Accordingly a consultative process must be undertaken for the signing of the MAA.

Table 7.8 **Primary roles and functions of various organizations at different levels by DRM elements (illustrative example)**

		Pre-Disaster				Post-Disaster	
Level	**Actors**	**Prevention**	**Mitigation**	**Preparedness**	**Response**	**Recover**	**Development**
National	National Agencies	Raise awareness on DRM	Ensure quality in donor funded infrastructure projects	Treat DRM as an inclusive activity	Mobilize financial aid as grants and long term loans	Fund food for work and rehabilitation programmes	mainstream DRM Activities in development Planning
National	National Government	Establish early warning systems, infrastructure, legal and policy framework for DRM	Promulgate construction code and safety regulations	Prepare national disaster relief Plan	Declare a disaster and state of emergency	Set up emergency fund and recovery fund	Prepare Codes of Conduct in relief and Development
Province/District Municipality	Provincial Government	Set local administration rules, Provide incentives for promotion of risk reduction technology	Promote multi-sectoral integrated approaches in DRM	Provide agro-ecological data for Disaster relief Plan	Co-ordinate and mediate actions between national and local level	Implement food for work or other rehabilitation programmes	Protect infrastructure; promote risk reducing technologies
	Technical line agencies	Develop risk reducing technologies	Test risk- reducing technologies and sector specific forecast systems	Prepare sectoral risk management and response plans	Assist in needs assessment and distribution of sector specific inputs	Promote sector specific recovery processes	Develop risk reducing technologies
	Intermediary-level NGO's	Provide Training to local NGO's	Undertake watershed/river basin planning	Provide Skills Training to local NGO's	Mediate between National and Local Level	Set Up rehab projects to restore lost assets	Promote local institutional development
	Local Government	Develop local disaster prevention plan	Undertake watershed/river basin planning	Prepare evacuation and contingency plan	Provide shelter to displaced households	Set up rehabilitation projects for public goods	Prepare local risk maps and disseminate information
Community	Local Leaders & Representatives	Plan/Implement awareness raising campaigns	Solicit external technical Assistance on DRM	Carry out awareness raising campaigns	Act as advisory Focal Points	Promote improved technologies	Facilitate links and co-ordination between organizations
	Local Emergency Committees	Undertake hazard risk diagnosis	Undertake household vulnerability assessments	Prepare evacuation plans	Deploy search and rescue teams	Deploy food aid and committee /teams	Advise how to reduce local vulnerability
	Local Level NGP's	Undertake hazard risk diagnosis	Undertake household vulnerability assessments	Conduct Awareness raising campaigns	Deploy trainers on hygiene & Health	Provide psychological counseling & Support	Define local priorities to reduce vulnerability
	Micro-Financial Intermediaries	Undertake hazard risk diagnosis	Promote mitigation practices	Spread risks across portfolio	Undertake client damage assessments	Arrange loan rescheduling and other special activities	Integrate DRM in development activities
	Community based Organizations	Undertake hazard risk diagnosis	Maintain Public Infrastructure	Construct infrastructure to protect property	Tap customary solidarity networks	Mobilise communities for joint action	Provide moral support and advice

UMTSHEZI MUNICIPALITY



TURN AROUND STRATEGY – 2012/2013 (draft)

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	*(Current Situation/ Baseline)*	Target for June 2012 *(Changed Situation)*	Municipal Action	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	
											Allocated	Projected
1. BASIC SERVICE DELIVERY (EXPECTED OUTCOME)												
1.1 and 1.2	Access to water and sanitation, management and maintenance	1. Lack of access to portable water in the rural areas. 2. Poor sanitation	20% backlog of water which equates to 3888 houses 6887 houses receiving poor sanitation	Reduce by 50%	Engage with UDM and DWAF	UDM, DWAF	01 July 2011	End June 2012	Number of houses with water and sanitation	Office of MM, Technical Services	N/A	N/A
1.3	Access to electricity, management and maintenance	1. Lack of Capacity for Proposed projects.	6ooo(estimate) houses without electricity in municipal area, with higher % in ESKOM area	100 houses to be electrified	Provide electricity to 100 houses Eskom, Esigodlweni – 258 Thembalihle 139	ESKOM, DME & Private Funding	01 July 2011	End June 2012	Number of houses with electricity	Consultants, MM office,(In consultations with Ward committees)	660,000	30 Mill
1.4	Refuse removal and solid waste disposal	1. The landfill site is imposing health hazards to surrounding areas due to the fact that its not fenced, fires resulting from combustion. 2. Aging vehicles and new projects can not be reached.	1. Collecting 8000 per year of waste. 2.Ageing vehicles - breakdown of vehicles (due to old age) 3.Expansion in development	1. Replace vehicles 2. Revive mechanical workshop 3. Improve collection to 10 000 tons	1. Action to source fleet vehicles 2. Privatisation / Recycling plant	1. Application has been approved by MIG for fencing but there is no funding allocated DBSA	01 July 2011 2.Mechanical Workshop – 01 July 2011	End June 2012 Mechanical Workshop – End Dec 2012	Increased tonnage of waste removed. New vehicles purchased	PECS	Replace Vehicles - 2,25 million	Mechanical S

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	*(Current Situation/ Baseline)*	Target for June 2012 *(Changed Situation)*	Municipal Action	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	
											Allocated	Projected
1.5	Access roads (new) and maintenance of municipal roads	1. Lack of access roads in rural areas. 2. Lack of maintenance for existing gravel roads. 3. Lack of maintenance e of Black Top roads.	37.1km 10km black top	27.1km to be completed 5.5km to be completed	Apply for more MIG funding, province and National	MIG	01 July 2011	End June 2012	Completed roads	Technical services	R 8739 000	N/A
					Continous maintenance from maintenance vote	Internally	01 July 2011	End June 2012	Completed roads	Technical services	R26000.00	R3150 000.0
1.6	Formalisation of informal settlements (What is required i.r.o. township formalization, basic services and housing)	No significant support from the district or Provincial govt apart from COGTA.	Application to Human Settlements for 2000 subsidies	1000 subsidies were approved by December 2010 – Rensbergdrift	Engage with DOHS and Implementing Agents.	KZN Human Settlement	01 July 2011	End June 2012	Final Approval letter from the MEC	PECS	1000 subsidies approved Received allocation of 78 000 000 from Human settlements	N/A
2.1	Public Communication strategy	Policies and Plans are not fully implemented due to lack of capacity	Lack of human resources	Finalise organograme and start employing	After finalisation of organogramme employ speedily	To be done internally	Adopt organogram 1 July 211	ongoing End of	Completed document and warm bodied	Corporate services	Staff allocation	N/a

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	*(Current Situation/ Baseline)*	Target for June 2012 *(Changed Situation)*	Municipal Action	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	
											Allocated	Projected
		Communication Strategy needs to be reviewed.	Approved communication strategy in place.	Implementation of the reviewed communication strategy	Review the communication strategy and submit it to council for approval.	COGTA	01 July 2011	September 2012	A completed and adopted communication strategy.	Corporate Services	N/a	
2.2	Broader public participation on policies and plans (Implemented framework)	Dysfunctional Ward Committees Insufficient CDW Personnel	Ward Committees established in all 7 Wards. 3 CDWs	Revive and re-launch all Ward Committees	Revive and re constitute the Ward Committees Request COGTA to finance more CDWs.	COGTA	June 2011	End of August 2011	7 Established Ward Committees	Corporate Services	N/a	**20,000**
2.3	Complaints management system and Front desk interface.	1. No customer care 2. Community satisfaction survey not conducted	Infrastructure available (Office Space & Equipment).	Implement functional Customer Care Centre Conduct customer satisfaction survey	Appointment of personnel, Networking with municipality's who have conducted these surveys	COGTA	01 September 2011	End of December 2011	An established Customer Care Centre	M.M.	N/a	250,000
3.1	**Political Management and Oversight**											
3.1.1	Councillor Oversight Framework (functioning scopa)	No formal oversight Framework adopted. Systems and procedures	SCOPA and Councillor Oversight Committee constituted in March 2010	Fully functional scopa and Councillor Oversight Committee	The SCOPA and Oversight Committee to meet quarterly	COGTA	1 July 2011	On going	Portfolio of evidence – Minutes	M.M & Office of the Speaker	N/a	N/a

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	*(Current Situation/ Baseline)*	Target for June 2012 *(Changed Situation)*	Municipal Action	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	
											Allocated	Projected
		in place for reporting										
3.2	**Administration**											
3.2.2	Vacancies (S57) Status of filling of vacant positions	Director: Corporate Services and Director Technical Services vacant	Three Section 57 employees filled	To fill Director Corporate Services.	Advertise, Interview & Appoint Director Corporate Services	N/A	1 July 2011	August 2010	Appoint a Director	MM	R550 000	N/A
						FINANCIAL VIABILITY						
4.1	Revenue enhancement strategies	Strategies and policies are in place	Incentive Policy, business Retention and Expansion Programme	Improved revenue by 5% Review Lease Agreements for all municipal properties.	Invitation by municipality to potential investors	N/A	01 June 2011	End Dec 2012	Increased Rates Income	CFO	N/A	N/A
4.2	Debtors management	Credit Control and Debt collection Policy in place	Increased debt levels	Reduction of outstanding debt by 25%	1.Educate community to establish payment culture. 2. Train credit control staff 3. Obtain councillor buy in to collect debt		01 June 2011	End Dec 2012	Age analysis	CFO	N/A	N/A
4.3	Cash flow management	Cash flow budgets are in place	Cash flow under pressure	Increased cash flow by 25%	1. Realistic budgeting 2. Increase debt collection 3. Regular cash flow monitoring	N/A	01 June 2011	On going	Bank Statements	CFO	N/A	N/A

ANNEXURE A: 2011/2012 IDP Review Action Plan

ACTIVITY NUMBER	KPA	KPI	TIME FRAME	RESOURCES REQUIRED	TARGET	STATUS
1	**-Advertise for the update of the IDP Stakeholders list**	Advertisement	30/07/10	Finance	100%	Done - 30 August 2010
	- Advertise Draft Process plan for comments and inputs	Advertisement	30/07/10	Finance	100%	Done – 30 July 2010
	- Forward Draft Process Plan 11/12 to DLGTA	Draft Process Plan	30/07/10	Printing	100%	
	- Adoption of process plan by Umtshezi Municipal Council/Executive Committee	Adopted Process Plan	1/09/10	Finance	100% with amendments	Done – 29 July 2010
	- Advertise Final Process Plan	Advertisement	8/09/10	Finance	100%	Done – 30 August 2010
	- Submit Process Plan to MEC	Submitted document	8/09/10	Finance	100%	2 August 2010
2	**1st IDP Steering / Strategic planning committee meeting**	Minutes	29/09/10	Finance	60% stakeholder attendance	***Done - 20 July 2010***
3	**IDP Workshop: For the new Council**	Report	DEPENDING ON THE DATE OF ELECTION	Finance	90% attendance	

4	**2nd IDP Steering Committee Meeting:** **Analyse :** Level of existing services (Consider Assessment Report and MEC Comments) >Review Municipal Vision >Review Objectives and Strategies >Review Spatial development Framework >Identify outstanding sector plans >Integrate Finalised Sector plans >Municipal PMS	Minutes	10/01/11	Finance	60% stakeholder attendance	Complete – 12 and 13 January 2011
5	1st Representative **Forum Meeting**	Minutes	28/01/10	Finance	60% stakeholder attendance	Done – 9 February 2011
6	**3rd IDP Steering Committee Meeting** Review Projects and Programmes Review KPI’s targets, timeframes, etc, where impacted upon by reproritization. Align with draft budget estimates	Minutes	11/02/10	Finance	60% stakeholder attendance	28 February 2011

7	**Service Providers Forum/Sector Departments** > Service Providers Alignment Workshop	Minutes	30/03/11	Finance	60% stakeholder attendance	Incorporated into the Representative forum 9 Feb. 2011
8	**Public Participation** Consultative meetings with all stakeholders	Public meetings	To be completed before 4th Steering Committee	Finance	Decentralised Meetings	
8.1	**Meeting with ward committees**	Minutes	To be completed before 4th Steering Committee	Finance	60% stakeholder attendance	Incorporated into the Representative forum 9 Feb. 2011
8.2	**Meeting with Chamber of Commerce and Industry**	Minutes	08/02/11	Finance	60% stakeholder attendance	10 February 2011
8.3	**Meeting with Farmers Association**	Minutes	15/02/11	Finance	60% stakeholder attendance	Fr meeting 29/2/11
8.4	**Meeting with Tourism Associations**	Minutes	22/02/11	Finance	60% stakeholder attendance	20 January 2011
8.5	**Public meetings for all wards** Finalisation of IDP Review and Budget	Minutes	Decentrelised Dates to be determined	Finance	To reach out to as many as possible members of public	
9	**4th IDP Steering Committee Meeting** (Consider Public comments)	Minutes	4/04/11	Finance	60% stakeholder attendance	21 April 2011
10	**2nd IDP**	Minutes	13/04/11	Finance	60% stakeholder	

	Representative Forum meeting Presentation of Draft IDP 10/11				attendance	
11	**Workshops with internal staff**	Minutes	On going	Finance	60% attendance	On going
12	**Council Meeting** Adoption of final IDP 10/11 for submission to MEC for comments	Minutes	30/05/11	Finance	100%	6 May 2011
13	**Development of all outstanding Sector Plans**	Completed and adopted documents	On going	Finance and technical support	70%	On going

SECTION K

APPENDICIES

APPENDIX A – SECTOR PLANS

Sector Plan	Status	Adopted by Council	Comment	Time-frame
1. Disaster Management Plan	Framework complete	yes	MAP Funding secured to finalize this plan	December 2011
2. Spatial Development Framework	Completed	Yes	Current working document	
3. Environmental Management Plan	Completed	Yes	Part of SDF	
4. Financial Plan	Completed	No	To be concluded with budget 2010/2011 budget process	
5. Infrastructure Plan	None	N/A	N/A	
6. Skills Development Plan	Completed	Yes	To be reviewed	Dec 2011
7. Integrated Transport Plan	None		District to lead the process	
8. Local Economic Development	Completed	Yes	Reviewed, awaiting Council adoption	30 June 2011
9. Land Use Management Systems	Completed	Yes	Final draft completed and forwarded to DLGTA for comments. DLGTA comments received and incorporated in the document but for compliance, the document will be updated to include the proposed and new development applications.	30 June 2011
10. Organizational Performance Management System	PMS Completed	Yes	Current working document	Reviewed annualy
11. Special programme plans				
• Youth Policy	Completed	Yes	To be reviewed	Dec 2011
• Gender Policy	Completed	Yes	To be reviewed	Dec 2011
• Older persons / pensioners policy	Completed	Yes	To be reviewed	Dec 2011
• People with disability policy	Completed	Yes	To be reviewed	Dec 2011

• HIV/AIDS Plan	Completed	Yes	To be reviewed	Dec 2011
• Human Settlement Plan	Completed	Yes	Current working document	
• Workplace Skills Plan	Completed	Yes	To be reviewed	Dec 2011
• Infrastructure Investment Plan (EPWP compliant)	Completed	Yes	Part of SDF.	
• Area Based Plans (Land Reform)	Underway		Land affairs to provide. The development process has started.	
• Waste Management Plan	Completed	No		
• Energy Master Plan (Electricity Master Plan)			To be developed	2012/2013
• Annual report 08/09	Completed	Yes	Available	
• Section 57 agreements	Completed	Yes	Available	
• By-laws update	Completed	Yes	Available	
• HR Policy	Completed	Yes	To be reviewed	Dec 2011
• Water services Development Plan (WSA)	Uthukela DM to provide		Not powers and functions of Umtshezi Municipality	
• IDP 2011/2012 Process Plan	Complete	Yes	Complying with IDP Process Plan in the development of the IDP 2011/2012	Ongoing
• Land disposal Policy	Completed	Yes	Adopted, working document	
• IT Policy	Completed	Yes	Adopted on 29 July 2010	working document
• Crime Prevention Policy			To be developed	2012/2013

APPENDIX B - CONTACT DETAILS

UMTSHEZI MUNICIPALITY

PHYSICAL ADDRESS : VICTORIA STREET
ESTCOURT
3310

POSTAL ADDRESS : P.O. BOX 15
ESTCOURT
3310

WEBSITE : www.mtshezi.co.za

MAYOR : 036 342 7807
mayor@mtshezi.co.za

MUNICIPAL MANAGER : 036 342 7801
municipalmanager@mtshezi.co.za

ACTING IDP/LED SENIOR MANAGER: 036 342 7811
chotoo@mtshezi.co.za/umtshezitourism@lantic.net

PREPARED BY:

IDP/LED MANAGER
UMTSHEZI MUNICIPALITY
VICTORIA STREET
ESTCOURT, 3310